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Problems of White Collar Unionization

A summary of the introductory talks at a round table conference on "Meeting the Problems of White Collar Unionization" at the 298th Meeting of the National Industrial Conference Board at the Waldorf-Astoria Hotel on Thursday, September 23, 1948. Hiram S. Hall, Director of Personnel Administration, Bigelow-Sanford Carpet Co., Inc., presided.

Panel

David Mack, Director of Personnel, Radio-Keith-Orpheum Corporation

Paul Hutchings, President, Office Employees International Union, AFL

John J. Schulter, Southern Regional Director, Retail, Wholesale and Department Store Union, CIO

Wade E. Shurtleff, Director of Industrial Relations and Personnel, Willys-Overland Motors, Inc.

John J. Pastin, Chairman of Salary Inequity Committee and International Union Teller, United Steelworkers of America, CIO

• **CHAIRMAN HALL:** There has been an amazing growth in the white collar unionization movement. We now have a white collar union membership estimated as high as 15% of all office employees. Why is it that we have had this unprecedented growth in unionization of clerical workers?

I believe that management has not taken the time to understand the white collar or clerical worker. In our effort to give attention to production workers, we have completely neglected the problem of those who are close to management. Consequently they have turned elsewhere. We have been so engrossed in stressing productivity on the part of the factory worker that we don't quite realize the appalling

amount of inefficiency in offices to which poor morale of the clerical workers contributes.

WHY ATTITUDE CHANGED

There are several reasons, I believe, for a change from the traditional clerical workers' attitude. To begin with, they are feeling the economic pinch. Many firms, after the War Labor Board released wage restrictions, did not grant increases to their clerical people commensurate with those granted production workers. Salaries have just not kept pace with the wages of factory workers. In addition, they have not kept pace with the cost of living.

A second contributing reason for increased unionization of white collar workers is this: during the war many clerical workers became accustomed to working in war plants. Many of them were unionized and became working-class conscious.

A third reason might well be that the returning veterans, both men and women, were very conscious, by association with men and women from all walks of life, of what we might term the changing social order. There was a time when white collar or clerical workers were a bit afraid of management reprisals and were most reluctant to enter into a situation which might require strikes, picketing and other forms of union action in the organization of an office union. This is not now the case!

IMPORTANCE OF OFFICE SUPERVISION

Poor office supervision is certainly a contributing factor in encouraging office unionization. There has not been so much attention given to training office supervisors as management has been giving in recent years to foremen training.

White collar workers require special handling. They are, to some degree, more sensitive to working conditions and environment than the factory worker. Cer-

tainly, lack of attention to little things such as lighting and ventilation has produced a number of irritations.

WHITE COLLAR MOTIVATION

I think it might be wise, just for a moment, to try to point out a few of the distinctions of the white collar worker. Clerical or white collar workers have a feeling of superiority. They have in the past very definitely believed that they were above factory workers. That feeling has been in existence for a long, long time.

A clerical worker, working closely as he does with management, thinks and acts as a competitive individual. He is individualistic in his thinking. Clerical workers are career minded and ambitious. There is a considerable amount of emphasis on promotions and opportunity for promotion based upon ability and training for a higher job.

The clerical worker wants prestige and he wants recognition. Usually, he is better educated.

UNION DEMANDS

Unions have welcomed the white collar workers, or the clerical workers, with wide open arms. At first some of the old industrial unions did not feel they would like to take them in. However, that attitude has been changing in the last several years. Witness the large numbers of clerical workers now in the Steelworkers union.

The unions have been promising and securing wage increases. Some of the strongest and most telling points in a union organization campaign, aside from wages, are protection of promotional rights, better sick leave, and vacation. The gap between the factory worker and the office worker that was in existence as far as vacations were concerned has narrowed and the unions are presently seeking to restore this differential.

A shorter work week but without payment for overtime is one of the practices some managements have engaged in without giving consideration to the effect upon the worker. Unions are seeking to secure payment for overtime after the normal work week. More liberalized insurance and hospitalization programs have been demanded and secured.

Prompt handling of grievances is another important demand. The old method in many places was to kick a grievance around until it was lost. Then there is attention to seniority rights, always one of the employee's major concerns, because of its effect on the security of his job.

Management would be well advised to examine the problem with the intensity with which it is examining the problems of unionization of factory workers. Management has to build programs for correcting the basic causes of white collar discontent which provides

unions with the opportunity for organizational drives.

• DAVID MACK: I think many of our so-called problems in dealing with white collar unions in offices depend a good bit upon our attitude toward unions in general. If we believe that this period of unionization which we are going through (both in shop and in office) is a purely transitory phase of our economic development, then our approach to white collar unionization would be conditioned by this initial premise. If, on the other hand, our attitude is that unions are essential to the democratic way of life and to the free enterprise system, our approach would be totally different. My own point of view is that unions are here to stay and that they are important in our free enterprise system.

CONTRACTS REFLECT SOUND PRINCIPLES

We should frankly recognize that most of the terms of a union contract are a reflection of nothing more or less than sound management principles. After all, workers began to organize because they did not like the methods which management used. They simply set about to improve management methods. The tool which was discovered effective in implementing these improvements was the union contract. This is why the terms of the union contract, in general, set forth sound management principles. True, there are many exceptions, but, basically, the union contract should be so regarded.

Management's problems in dealing with clerical unions in one sense are exactly the same as the clerical unions' problems in dealing with management. What I mean by this is that most of us who have worked with white collar unions over a period of time do not object so much to what white collar unions stand for as to the way white collar unions go about getting what they stand for. Likewise I suspect that unions do not object so much to what management stands for as they do to the way management goes about trying to get what it stands for.

SUPERVISION THE KEY

The biggest problem business faces in dealing with the white collar union is not one directly concerned with the union. It is a problem, rather, of supervision. If we in management could find a way of arriving at an ideal supervisory situation, our problems in dealing with white collar unions would be minimized. I need hardly trace for this group the painful things that had to take place in industry before management squarely faced its supervisory problems. Perhaps the war did more to help us recognize the importance of supervisory training than any other single event. It was only a few years ago that we acknowledged the need of supervisory training in the shop. The unions were largely responsible for waking us up to this situation.

In the offices there has been a lag and we are just getting around now to dealing with white collar unions. Soon we shall wake up to the fact that lack of proper supervision is one of our basic causes for the rise of unionization in the offices.

Before the Taft-Hartley Act, shop foremen began to unionize. If office supervision begins to show signs in the near future of unionization (although, of course, there are provisions in the Taft-Hartley Act which prevent governmental protection of such an organization), we shall be rudely jolted into seeing the light.

The biggest problem in dealing with white collar unions has nothing at all directly to do with the unions, but has to do with the training of our own supervision. The biggest part of this problem is to teach supervision to know what unions are after and what management is after. Once this confusion has been eliminated, teaching the supervisor properly to administer his department will become a much simpler matter because it will be based upon understanding.

SENIORITY vs. ABILITY

So much with weaknesses in management. Now let us look at the unions. There are two problems which unions must face far more honestly than they seem to at present. One of these is the relationship between seniority and ability in matters pertaining to promotion. The other is the problem of evaluating individual merit and of recognizing it through salary differentials.

From a management standpoint, there is no question but that outstanding ability on the part of an employee should be given weight equal to or greater than that given to seniority. It is incomprehensible, in the name of sound personnel practice, that such recognition should not be given to outstanding ability. The unions, however, have been loath to recognize this and have been prone to throw the greatest weight on length of service. No clear-thinking management will disregard the importance of length of service but no clear-thinking union should disregard the importance of unusual ability. Until management and labor see eye to eye on this issue, which incidentally is a far more important one in the office than it is in the shop, management and labor simply are not going to get on well together.

RECOGNIZING INDIVIDUAL MERIT

The question of recognizing individual merit with salary incentives brings up arguments between unions and managements because the two disagree as to what constitutes sufficient merit to warrant the salary increase that management believes should go along with it. Just what is merit, how can it be defined, and how can it be measured? Unions invariably seem

to think that satisfactory or average performance should be the basis of pay for all. Management wants to encourage the extra effort, the extra loyalty, the extra interest shown on the part of individual employees by increasing their salaries accordingly.

I believe that we are only kidding ourselves if we think that all these white collar problems are created only by white collar unions. A handsome share of them are created by management. Each side must recognize its own weaknesses as well as those of the other side.

• PAUL HUTCHINGS: I would like briefly to say a few words about my own organization because it is so directly concerned with any problem of the type we have before us this afternoon.

We are one of the youngest international unions in the family of unions that make up the AFL. We received our charter less than four years ago. We now have over two hundred local unions functioning in forty-one states of the United States, five provinces of Canada and Alaska. Our local unions have more than five hundred current collective bargaining agreements with practically every type of industry, including motion pictures in Hollywood, refineries in Texas, paper and pulp in Canada, the TVA, farm machinery manufacturing in the Midwest, public utilities spread over a number of states, and department stores.

Our organization is one of office and office clerical workers exclusively.

ORGANIZATION IS PATTERN

I take issue with the theory that the white collar organization is only an outgrowth of a failure on the part of management to perform. We are living in an organized world; this is typified in almost all types of human relationships today. It is typified by management organizations, by trade union organizations, by the associations existing among the members of the medical and the legal professions. What has happened is that the office worker has awakened to find himself a lone individual in a world of organizations. To exist in such a world he finds he must practice the principles of organization with his own fellow office workers. Office organization is merely a completion of the organization cycle which is so necessary a part of the team work needed for the continuation and progress of our democratic and free enterprise system.

Office organization has been slow for very definite reasons. They all relate back to fear. These fears boil down to three: fear of employer reaction to organizing; fear of the trade union movement; and fear of embarrassment. These fears have their basis in a number of misconceptions in the minds of the unorganized office worker which must be resolved before he sees his way clear to accepting organization.

They have had the misconception that the trade union movement is only for manual workers. They have sometimes had the belief that trade unions are composed of a bunch of rascals. This is the impression they frequently get from newspapers. They are not aware, until it is brought home to them, of the good that has been done by the trade union movement down through the years in bringing benefits to all who work, nor of the fact that labor organizations conduct their affairs on a sound, businesslike basis.

We organized office workers feel that we can well take a lesson from our brothers on the plant side who have shown so effectively what can be achieved when workers work together to accomplish their common goals. We can thus assure the stability of our employment, the chance to have promotional opportunities, the opportunity to receive proper and equitable reward for the skills and aptitudes that we put into the services performed, and an avenue for the handling of our justifiable grievances.

Office workers have had a misconception of their employer's measurement of their importance to him, which has not generally been reflected in the size of their pay envelope. They have had title rewards for services performed rather than pay envelope rewards, and the economic squeeze with spiraling costs has made it imperative that they obtain relief.

FEAR OF EMBARRASSMENT

The office worker's fear of embarrassment in the eyes of his coworkers and friends if he joins a union is based on his misconception of organization and his failure to recognize that he is living in a highly integrated and organized world today. The individual employee is powerless to achieve lasting improvements in his working conditions, but together, through their organization, they can work effectively toward substantial employment gains. The office worker must come to realize that office organization is a natural development springing from organization of the various other trades and of the employer himself. He must become aware of the fact that trade union organization is not limited to plant production workers, but includes the pilots of the big commercial air lines who belong to their AFL union, the musicians and artists who bring him enjoyable concerts and opera, and his favorite screen and radio stars, all of whom are members of the AFL.

Office workers have another misconception and that is that the employer does not want office organization. They are usually protected by law, the same as other workers, against employer discrimination because of their union membership or activity, but they generally are not aware of this fact. Then, too, it can be proved that many employers who have accepted collective bargaining for their office staffs, through a responsible office union, have found that

unionization has resulted in improvement in office efficiency and harmony, and that they have been relieved of many of their previous problems of office functioning.

• **JOHN J. SCHULTER:** I have been in the South for eleven years, since the inception of the CIO, organizing both retail and wholesale employees. The retail employees are in the white collar field and the wholesale workers are on a sort of borderline. As a matter of fact, if you ask what is a white collar worker, it is very hard to tell these days because there are many men who nominally classify themselves as manual workers but who actually are white collar workers. A man who works in a factory but does nothing but look at a lot of gauges and push switches, involving no great physical expenditure of labor, cannot very well be called a manual worker, but he may consider himself as such.

A SOUTHERN EPISODE

I find in the retail field, as the statistics indicate, an ever-increasing knowledge on the part of people who work in stores that since they work for wages, or possibly wages and commission, they have to organize. However, their particular attitude toward the trade union is slightly different from that of coal miners, steelworkers or other manual workers in industry.

Mr. Hutchings mentioned he had a union in Birmingham, Alabama. I was walking along a Birmingham street the other day and I saw a number of very pretty girls out on strike. They were members of Mr. Hutchings' union, very nice, respectable young ladies, carrying picket signs, walking up and down in front of a hardware supply company. I stopped, as I usually do whenever I see a picket line, and asked, "Why are you out on strike?"

They said, "For union security."

I said, "What do you mean by that?"

They said, "We want a maintenance of membership or a union shop."

That may not be indicative of anything to most people. But to me it indicates a new awareness of the meaning of unionism by workers who, up to a relatively few years ago, were normally nonunion. To get workers to go out on strike on an issue like union security is an exceedingly difficult job. If it is meat on the table, if it is carpets on the floor, pictures on walls, they will strike. But it is only workers keenly aware of basic issues of unionism who will strike for union security. That white collar workers in a southern city struck on this issue is significant.

• **WADE E. SHURTLEFF:** Today, the predominant pattern among white collar workers in industry is nonunion. In the automotive industry, to cite an example, the UAW-CIO has estimated that it has a

membership potential of 250,000 white collar workers, but to date they have organized fewer than 10% of these salaried employees. As a result, many of us assume an apathetic attitude toward this problem of white collar organization. It's an ostrich-like perspective: the less we hear about it, read about it, or talk about it, the better we like it. We are entirely too complacent.

Furthermore, in industry we have been so preoccupied with the problems of collective bargaining that many of us have given far too little thought to maintaining and improving relations with our unorganized employees.

EXAMINE OFFICE WORKERS' PROBLEMS

Industry today stands on the threshold of an organizing era in the white collar field comparable to the position it was in during the early Thirties as regards its production and maintenance employees. Unless we critically examine the plight of these people, then take objective and rational measures to remedy our maladministration of relations with them, we are heading for real and serious trouble.

Sometimes we bemoan the fact that our factory employees are organized. We lament that if it were not for unions we could exercise our "know-how" to improve the well-being of these people immeasurably. This would lead most logical men to assume that among our unorganized office workers would be found the best of personnel practices. The reverse is too often true.

I need not cite facts and figures to show that the relative position of the white collar workers has deteriorated rapidly since 1939. Nor has it been only in the matter of wages that the salaried worker has suffered. His relative advantage in fringe benefits, which made the white collar job preferable to an overalls job, is fast disappearing.

Prior to the war, the ambition of many alert educated factory employees was to obtain white collar positions. Today, we are confronted with fewer such requests. Ignoring the significance of such trends as these is not solving the problem.

CASE FOR UNIONISM?

Had a large segment of industry tried, it could not have done a better job of making a case for unionism. Through its seeming indifference to the problems and welfare of its unorganized office employees it has opened the door for organization.

I am reminded of a company that was extremely liberal with its office employees during the war, but much more liberal with its factory employees. As a result, Mr. Hutchings' union came along one day and organized the office. This happened despite the fact that wages and working conditions for this particular company's white collar employees were in many

respects superior to those in other offices long organized by the union.

And what was the approach of Mr. Hutchings' representatives? Well, it was a new one. The organizers spread the word through the office that the company preferred to deal with employees who were organized. Despite the company's assurances to its people that the relationship between the company and office force would be much more pleasant and mutually advantageous in the absence of Mr. Hutchings' influence, the union was certified. His people did a wonderful job of assuring them that the company really didn't mean what it said.

Let the record speak for itself. On the basis of the facts, would it not be logical for the employees of many firms to believe that their company actually preferred to deal with its employees on an organized basis?

A MANAGEMENT PROGRAM

The constantly improving status of organized production employees, as compared with unorganized office workers, has been excused by many of us as being a temporary sign of the times. We had better realize, faster than our secretaries, typists and clerks realize, that this situation may be permanent.

Many of us would be well advised, among other things, to abandon "hush hush" salary programs; to correct unsound differentials between white collar workers and production jobs; to pay women employees on the same basis as men for comparable work instead of lower rates based on sex differentials; to relate individual salaries to merit, performance and length of service; to establish sound differentials between key jobs in terms of evaluated job requirements; and to correct the other elements which make for unsound and inconsistent salary structures.

We have to make certain our paths of promotion are clearly marked and understood and that we have a clearly stated program for rewarding merit or unique effort. Likewise, we must curb bias, prejudice and caprice in evaluating and compensating employee performance.

Our white collar workers have to be protected against inept, unfair and unreasonable supervisors and capricious discharge, layoff and transfer. Much must be done to improve our lines of communication with our salaried employees. Most important, I believe, is an over-all personnel policy governing the employment and maintenance of the office force.

There are large corporations with sound, progressive and successful labor policies as regards dealing with their unions—and haphazard, inconsistent, hodge-podge administration of relations with their office people, with every supervisor more or less deciding the principles governing his own little group of people.

We in management can either critically examine the plight of our office employees and take immediate steps to correct it, or we can face the alternative. The alternative is to allow organized labor to take the initiative, organize these people, force us to get our house in order and let the union take whatever credit may be coming.

The ultimate question which your white collar workers will ask themselves is: Do I have more to gain by unionizing? However, if fear of being unionized is the only weapon a management has in working toward better white collar employees relations, I question how effective a job will be done. Maintaining and improving good, sound relations with unorganized, as well as with organized employees is good, sound business.

INDUSTRIAL UNION PROBLEMS

If your factory employees are presently organized by an industrial union such as the CIO Steelworkers or the Auto Workers, the chances are extremely remote of an outside union organizing your white collar workers. I know of no instance where a large industrial union has given any aid or encouragement to Mr. Hutchings' union (the OEIU-AFL) or his CIO counterpart, the United Office and Professional Workers.

The chief difficulty in having an industrial union representing your office employees stems from the fact that your shop committee may consist solely of nonoffice employees who are not appreciative of the psychology, methods, problems, interests or goals of the white collar workers. You find yourself in the difficult position of bargaining with turret lathe operators, assemblers and millwrights over the problems of secretaries, clerks and comptometer operators.

Too often an industrial union's answer to all the white collar problems is to superimpose factory union techniques on the office. Rate ranges are often opposed, especially where allowance is made for merit increases, and if a range is retained the union will usually argue for automatic progression up to the maximum.

Heavy emphasis is usually placed on seniority and little consideration given to merit and ability as a factor in wages, transfers, promotions, layoffs and the like. Also, the tendency is always present for the union to attempt to include professional and technical employees in their bargaining unit. The inclusion of office workers along with factory employees strengthens the industrial union's bargaining position.

Unfortunately, many managements drop all efforts to improve and personalize relations with their white collar employees once they unionize. Impersonality then becomes the order of the day and the attitude is more or less one of "let them stew in their own broth; they asked for it."

If your office employees do unionize, then I believe management should do everything possible to make collective bargaining work. This, too, requires more imagination, patience and perseverance than some of us have been prone to show.

• **JOHN J. PASTIN:** Many people are surprised that clerical and technical workers have been organized for quite some time in the heavy industries. Typical examples are United States Steel and Republic Steel.

My union, the United Steelworkers of America, conducts labor institutes for its officials and members in ten universities and colleges. In our labor institute class at Pennsylvania State College, a professor made the statement that "office workers will have to be classed with the professional people who have been discriminated against, such as school teachers." He was surprised to find that approximately half his class were office workers who were members of the CIO United Steelworkers.

The office worker is a part of our modern and complex civilization. He utilizes his mental and technical skill to produce items necessary to satisfy human needs and comfort. In return he expects and should receive a salary commensurate with his part in the enterprise. He is constantly striving to obtain a better standard of living and to improve his working conditions. To do this he joins a union and bargains collectively.

In the steel and fabricating industries we have organized the clerical and technical workers. The people that are unionized range from messengers, typists, stenographers, on through the grades of high technical skills such as designing and field engineers.

HISTORY OF SALARY INEQUITIES

As a result of unionizing the clerical and technical workers in the steel industry, we inherited a multiplicity of problems. I am going to confine my comments to what, in my opinion, is one of the most urgent—that of salary inequities for clerical and technical workers.

Salary inequities have been in the past, and are presently, attributable to poor management and errors in judgment by supervision. In every instance where we have encountered inequities, we have attempted to eliminate the inequity through grievance procedures or through cooperative wage studies with management. By our very persistence we have convinced many employers that it is good business to eliminate wage and salary inequities and thus make a fair distribution of their wage costs.

Many people are of the opinion that it is impossible to satisfactorily eliminate salary inequities through job evaluation. They say that grouping of like types of work under descriptive, standardized titles is too difficult an undertaking.

But to the sceptics, I say it can be done. For example, in 1942 we conducted a cooperative wage and salary study with the National Tube Company. They were the only company in the United States Steel Corporation that had agreed to conduct a cooperative wage study.

As a result of this study we were able to install fair and equitable salary rates which have met with the approval of our membership. The introduction of equitable salary rates has practically eliminated grievances based on salary inequalities within this company. On the basis of this particular experience the Steelworkers Union has accepted the principle of job evaluation.

U. S. STEEL PROGRAM

In 1944 we approached the steel companies on the elimination of wage and salary inequities on a corporation-wide basis. Upon failure to reach a mutual agreement the National War Labor Board, on November 25, 1944, directed the United States Steel Corporation and the union to set up an orderly procedure to describe and classify the jobs. They directed both parties to group the jobs within the least number of job classes possible. They also ordered the establishment of wage rates for job classes. The substance of the War Labor Board directive was incorporated in other contracts with the steel industry.

The United States Steel Corporation's plan was to redistribute wage and salary payrolls at no cost to the company. The union contended there would be some cost connected with the program.

The War Labor Board ordered the United States Steel Corporation to set, retroactively to January 1, 1944, a maximum of 5 cents per hour average per employee in order to eliminate the so-called inequity. This arrangement applied from January 4, 1944, to March 31, 1947. On April 1, 1947, we negotiated an additional 2.14 cents to be applied retroactively to that date. And again on July 16, 1948, the United States Steel Corporation and the union agreed to add 3.5 cents toward elimination of inequities. The total amount available for this purpose is presently 10.64 cents average per employee per hour, retroactive as above to the foregoing dates. The program has been completed for the production workers and the standard hourly rate became effective as of January 13, 1947. For clerical and technical workers we are in the final phases of completing the program.

STEP-BY-STEP PROCEDURE

The first phase in our clerical and technical job evaluation program was to reach agreement with the company on the form of job descriptions. The corporation and union representatives agreed that job descriptions will embody these five points: (1) employment training; (2) types of machines or equip-

ment; (3) supervision received; (4) direction given other people; and (5) working procedure.

In order to get proper descriptions for those jobs that would be used as a guide for all other jobs we had the company representative write them up. These selected jobs are commonly referred to as bench-mark jobs. The union official then visited the various plants of the United States Steel Corporation to personally interview the clerical and salary employees on the job and checked the validity of the descriptions for bench-mark jobs. Following the check, the union officials presented their points of disagreement. After rechecking by corporation executives, agreement on bench-mark job descriptions was reached.

The joint committee agreed to use seven factors in writing the job classification manual:

1. Preemployment training;
2. Employment training;
3. Mental skill;
4. Responsibility for performance;
5. Contacts (ability to handle contacts with people);
6. Working conditions;
7. Direction of other workers.

The joint committee has reached tentative agreement on the clerical and technical job classification manual. We are presently using the manual to put jobs in their proper relationship. In the near future the committeemen expect to reach a mutual agreement on salaries for each job class. In addition, the joint union-management committee must yet develop a plan of administration.

Management Book Shelf

So You're Writing a Sales-Training Manual—Practical suggestions are offered those responsible for preparing sales manuals by one with long experience in the field. *By William Rados in Printers' Ink, August 20, 1948.*

How Good Is Your Boss?—A popularly written article with pictures and anecdotes suggesting ways of getting the best from workers, by the director of the human relations program at College of the City of New York. *By Alfred R. Lateiner in American Magazine, August, 1948.*

How To Use Films to Win and Hold Good Staff—Description of a new program at the Hamilton Watch Company which is getting results. *By Lyne S. Wetcalfe in Supervision, January, 1948.*

Communication Between Management and Workers—Six rules are suggested for making printed communications easy to understand and interesting to the worker. *By Donald G. Paterson and James J. Jenkins in Journal of Applied Psychology, February, 1948, pp. 71-80.*

Survey of Personnel Problems:

How To Change an Executive

THE PROBLEM: Almost every personnel administrator (whether he is the head of a personnel division or the company's president) has encountered at some time in his work a key executive who, in spite of other desirable qualities and abilities, had little comprehension of the principles of sound personnel administration and little interest in applying them.

Sound and clearly defined company policies, supplemented by top management's determination to implement them, may eventually force compliance of these unsympathetic or disinterested executives. But what can be done to change this type of executive so that he begins to apply them willingly and spontaneously?

THE QUESTION: Will you please select from your experience any case of this kind and describe the approach or methods that were successful in bringing about the desired change in attitude?

"YOU'RE talking about me!" That was the reply of a top executive who said his story was too personal to write about. But he arranged to come to New York and privately tell the intimate story of his own conversion. This, in effect is what he said.

"As far back as I can remember, I have been impelled by a consuming ambition for position and power. I have never been aware of a craving for money, although my income today at forty years of age is in the nation's topmost brackets.

"Eleven years after graduation from college, I had driven myself into the vice presidency of a well-known company. There were a large number of people in my division, and we were making a good profit. This was in contrast with the losses being sustained by the rest of the industry.

A DRIVER, NOT A LEADER

"I suppose that enviable position should have meant that I could relax a little. But I couldn't. I continued to spend almost all of my waking hours studying competitors down to the minutest detail, making plans whose dimensions caused a lot of people to gasp, and, at times, by force of will alone, making those plans work.

"Then my company conducted an attitude sur-

vey of its entire personnel. The results showed that the morale of my division was the lowest of any in the company. I looked over the results. And I went back to the task of increasing business and driving our volume and profit upward.

"Not long after the attitude survey, the chairman of our board of directors sauntered into my office. After some informal chitchat, he began earnestly talking about me. He started by complimenting me on my achievements and progress. I remember he used the words 'amazing' and 'incredible.' He told me that the president and the directors had been observing me closely and that they were unanimously certain that I could easily become the country's outstanding figure in my industry. The chairman let that sink in. Then he added, 'There's only one thing that can keep you from it. Your preoccupation with success has made you a driver instead of a leader of people.'

"He proceeded to discuss the importance of people in business. He did a good job of weaving the results of our attitude survey into his exposition. He didn't criticize or threaten me. He merely kept pointing to the picture he had painted of me as the outstanding leader in our business. But it was only a picture. I recognized that in order to make it a reality, I would have to change my attitude toward the people who worked for me.

"Human relations as a subject was quite new to me. But as we discussed the results of the attitude survey, I began, with the help of the chairman, to sense their importance and meaning. At any rate, before we finished, I had cut out another real job for myself. If improved human relations were all I needed to become the central figure he had pictured, I was going to have nothing but the best of them. Under pressure of my urging, the chairman agreed to conduct another company-wide attitude survey at the end of twelve months.

A YEAR LATER

"Well, the survey was conducted. This time my division was on top, and I'm convinced it remained on top until I left for my present position. But the important fact that I now recognize is that the board of directors of my new company would never have become seriously interested in me if I had not demonstrated my ability to get large numbers of people to work with me eagerly and productively.

"I'm not at all sure that the level of morale of my employees is high because I enthusiastically and spontaneously apply the principles of sound personnel administration, as you call it. I don't think I have any greater warmth of feeling toward people than I ever had. For that matter, I've never had any great feeling toward profits, either. They've just been a means to an end, and it may be the same with my relations with employees. But I do admit that the profits seem to come easier now and I feel better."

"At any rate, to answer your question specifically, it took the personal interest of the chairman of the board to make me understand what executive leadership really is."

An attitude survey was instrumental in one other company in bringing about a change in attitude of a key executive. In this instance the survey was conducted solely for the purpose of "revealing to a key technician that his relations with his people were deplorable." In this instance, the situation was so bad that "we couldn't live with him any longer but he was so valuable to us as a technician that we couldn't live without him. His services were in great demand and his temperament was such that we were afraid even to mention his deficiency to him for fear he'd resign on the spot."

The attitude survey was effective in bringing before this technician a clear-cut reflection of himself. It apparently produced no resentment on his part, so that "once he recognized the situation, we were at least able to start to help him."

* * *

The remaining case histories are highly individualistic even though, in a number of instances, the problems or the methods of solution are basically similar. This applies to attempts at conversion that have failed as well as those that were successful. And confessions of failure among the cooperators are not at all infrequent.

Hope has not been lost for some of the case problems merely because they have not yet responded to corrective efforts. But many of the cooperators freely admit that all efforts have failed in specific cases. An impressive number have been "solved" by premature retirement, dismissal or transfer to nonadministrative jobs. These were, obviously, drastic solutions. But their severity is unquestionably another indication that effective leadership is increasingly being identified as the primary and essential requirement of members of the management group.

A PATTERN EVOLVES

As one after another of the case studies is examined, the outlines of a pattern begin to take form—a kind of atmosphere or setting in which practitioners

of sound personnel administration can be cultivated and developed successfully, providing the candidates are not inherently devoid of the qualities of leadership. The company's chief executive becomes the predominant if not the determining influence. Even in large organizations, his minute-to-minute contacts with employees at all levels become the example or standard that tends to be followed throughout the organization. And effective leadership by command needs to be applied less frequently where the chief executive sets the right example.

The philosophy of the company with regard to its relationships with people at all levels is also part of the setting. Primarily, it evolves through adequate and clear-cut statements of personnel policy and procedure. Here, again, the influence of the chief executive cannot be minimized.

A number of other components fill in the open spaces in the setting. They are essentially the natural sequels of a company's clearly established goals. Outstanding among them are effective selection procedures for members of the management group, and company-wide and coordinated development programs for supervisors and executives.

Contrary to the belief of some rigid training specialists, these development programs do not necessarily have to be highly formalized to be effective. Neither must they be of the classroom variety. In fact, most of the case studies with happy endings have attained the desired goal, or at least partial success, through increased *participation* by individuals in the formulation and application of sound personnel policies and techniques. This is the "new look" in executive training, in which the emphasis is placed on the individual rather than on the group.

The following are selected case histories that reveal the details of the corrective methods used.

* * *

"We had a highly skilled technician in an administrative position over some five or six operating departments. This individual had a little comprehension of the principles of sound personnel administration and not too much interest in applying them. We reached this particular individual by pointing out to him that his subordinates were weak in the application of the principles to those whom they supervised. As this particular individual took great pride in training the men under him, it came as somewhat of a shock to him that they were lacking in this attribute. Through trying to improve their ability to handle personnel problems he improved his own.

"In another case, it was necessary, after all else failed, to reduce the individual's responsibility and team him up with a man well versed in the principles of sound personnel administration. After working with this individual for a period of approximately one and one-half years, we find that we have been able to instill in him the necessity for applying principles of sound personnel administration throughout his work."

"In our institution there is one division under a senior executive that covers a fairly specialized field of our work. The division's record has been excellent, the results outstanding and, as a consequence, its executive control has become fairly arbitrary and autonomous. As we have developed various personnel programs such as supervisory training and job evaluation, we have met some resistance from this group which has been difficult to handle because of the fine record the division has shown. At the start, the personnel executive had several conversations which we hoped would bring a closer understanding. But this was without avail.

"As time passed, the merit of the programs that had been developed for the rest of the organization commenced to take effect. These programs all had to be sold and approved and followed by the senior personnel committee, on which is the chief of the division in question. As the committee followed the development of some of our newer policies and programs we found, without any undue pressure or argument, that this man began to consult us more than in the past. I believe the weight of the success of our program will be such that the time will be soon at hand when it will also be embraced and followed in spirit, as well as in letter, by this division.

"In a case like this, if we force the issue, we arrive at a point where the necessity for saving face makes future compliance impossible. If programs and policies are really good and do show results in a great majority of divisions, I have faith that eventually isolated points of resistance will gradually become eradicated."

* * *

"Your question goes to the very heart of the industrial relations problem. In the past two years, I have run across this problem many times with many people at all levels of management. The following therefore is a case history of a company as well as of individuals. I suppose that the attitude of no less than 25 management people had to be changed. We were successful in all but four. The reason for the high percentage of converts was the right kind of attitude of the man responsible for the over-all operation of the company. This largely eliminated as a problem the person who is willing, ready and able to imitate 'the big boss.' That individual was receptive. On the whole, the net results were amazing.

"But let us talk about the four failures. In each case an understanding of the individual is necessary to appreciate why a conversion cannot be made. A strong conviction contrary to good industrial relations was so deeply seated that these men first said that they did not care to change their thinking or expressed doubt that they could be changed. Three of the four consider themselves specialists in certain fields. The fourth is an example of a more or less complacent type of thinking which might be expressed by, 'Oh, what's the use?'

"Two of the four left our employ. Two are still with us. They are showing some improvement from time to time but they backslide periodically. If they remain with us, fences will have to be built around each of them in so far as dealing with other people is concerned. The interesting thing about these two men is that, as individuals, they are fine men.

"I think the above case proves that generally the key men in management, on all levels, directly mirror the attitude of the No. 1 man. This simplifies the process of identifying and diagnosing the few that cannot change or will not change.

Good administrative management will find the answer to how to train these representatives of management or isolate them."

* * *

"The executive in question was the superintendent of a manufacturing division. The first approach was to convince him that his subordinates were in need of training in the handling of employees. This was easy. The second step was to convince him that he ought to review with our training director the material which we proposed to give his subordinates to remedy their difficulties. This step also was not difficult, and resulted in the executive receiving a considerable amount of training himself while under the impression that he was only reviewing material to be given to his subordinates.

"By coincidence, a position evaluation system was installed shortly thereafter. Since the superintendent was consulted on grading all positions under his jurisdiction, he found himself constantly forced to consider the factor of managing personnel along with the technical requirements of these jobs. This emphasized to him the tremendous importance of sound personnel administration ability in relation to the other elements controlling the grade of a position. In other words, he discovered that he was being paid only partly for his production and technical knowledge and that a good share of his salary was paid to him for the proper handling of the personnel under his jurisdiction.

"The final step in his education was thirteen weeks at the Harvard University Advanced Management School, which he consented to attend after his superior had explained to him that the course was designed to fit him for assuming increased responsibilities as a part of the company's management development program.

"These steps were successful and brought about a complete change in attitude."

* * *

"Our company employs a great number of key executives. Our experiences in encouraging the proper attitude and approach to industrial relations administration has been wide and varied. In the ordinary problem case of an otherwise capable executive, we have found, however, one or more of three elements are generally present:

"1. The individual does not have the information needed so as to be fully acquainted with the company's industrial relations philosophies, policies, procedures, practices and objectives.

"2. The individual is not participating sufficiently in the development of industrial relations policies as they apply to the operations under his direction.

"3. The individual is not assuming sufficient responsibility for the actual administration of industrial relations policies or the attitudes of the people in the operations under his direction.

"The corrective measures taken in problem cases have varied with individuals and circumstances. Procedures become simple and obvious when we can identify the elements that are present in a particular case. For example, we find:

"1. He has not been sufficiently exposed to the opportunity of securing the necessary information or has not required the information because he has not participated in policy development or assumed responsibility for its administration; or

"2. He has the necessary information but has not participated in policy development or assumed responsibility for its administration; or

"3. He has the necessary information and has been properly participating in policy development, but has not been required to assume responsibility for its administration; or

"4. He has been required to assume responsibility for administration of policy but either is not sufficiently well informed or is not participating sufficiently in the development of the policies."

* * *

"In the case of the executives who have the required essential executive qualities, the change to the point at which he applies sound principles willingly and spontaneously usually comes from a personal lesson and not from some supersalesmanship device wielded by someone else.

"Here is an example. A president of a very large mid-western corporation, toward the end of the defense period and the beginning of World War II, found that his productive operations were suffering because of extremely high turnover and inability to secure sufficient capable man power. He had always been not only unsympathetic and disinterested as far as personnel administration was concerned, but had been definitely 'antipersonnel administration.' He had several times gone on corporate and public records to the effect that his company would never go in for 'these modern frills' that have been introduced in industrial management.

"He was still faced, however, with the problem of meeting production demands, and his company was the only major one in the industry that had not appreciably increased production. In fact, his company's production had fallen off. He made a personal visit to the presidents of a number of competing companies, and in every case was referred by the president to the executive in charge of industrial relations, largely because the presidents of the competing companies were not cognizant or conscious of any insurmountable man-power difficulties. Between the personnel administrators and the presidents, he was convinced by array after array of factual material that the reason for the other companies low turnover and ability to get the required number of additional personnel lay entirely in long histories of sound personnel administration.

"At the suggestion, therefore, of several of those men with whom he conferred, he employed competent outside personnel administration counsel. The recommendations of this consultant were discussed by the president with the members of his board, and with his subordinate executives. They were almost unanimously seconded by the president's intracompany advisors, were put into effect, and by precept, from the president down, sound administration became the way of life of that company. In a surprisingly short time, the man-power situation was cured, and the company took its place in the forefront of producers for the war effort.

"Here is a second example. A plant manager of a very large multiplant company was an outstanding technician in his field. He knew more about manufacturing and selling his particular product, of the best desirable quality, at the lowest possible cost, to the greatest number of possible consumers, than anybody else in the company. He was, however, what the textbooks on 'How to Supervise People' so blithely refer to as a driver, not a leader. He had a philosophy, which seemed to have stood him in good stead, to the effect that all

you had to do was tell them what you wanted, see that they got it done, and if they didn't get it done, fire them.

"Surprisingly enough, this worked until the year just before World War II when his plant was organized and immediately went on a ten-week strike. This was at a time when the products of the plant were in extremely short supply and long demand. Needless to say, this plant manager was astonished. One afternoon he got in touch with the president and a couple of influential members of the newly organized local union and spent until the wee hours of the morning dragging out from them the facts about the reason for the apparently quick change in attitude. He listed all of the facts painstakingly one by one and read the list back to the union leaders.

"The next day, he got his plant management group together and read the same list to them. It took him about three hours to get the management group to the point at which they were willing to talk. Up until that time, they had been afraid to talk. His subordinate managers corroborated the majority of things that the union people had told him. He then sat down, and, with the advice of his immediate subordinates, drew up a program that would cure the causes of the unrest that had been brought out in his fact finding. Today that plant manager has the best employee relations of any of the thirty-five plants in the company and his plant is in a city that is rather well known for its industrial unrest.

"I could cite many other cases of this kind, but every case that I can think of follows the same pattern. First, the executive had the qualities of a good executive even though he might not have used them in his employee relationships. Second, it took a real problem, almost a real personal problem, to bring him to the realization that something more than past practice and prejudice was needed. I can recall no case in which a supersalesman, by means of some selling trick or propaganda device, changed the way of thinking of this type of individual. It doesn't always take a strike or a war to accomplish this, however, but it does take a 'horror story' of some kind, and the bad situation has to have implications that reflect directly and practically on the executive concerned.

"In order to get any key executive to begin to apply those principles willingly and spontaneously that executive must have certain personal characteristics that you would look for in any good executive. Unfortunately they are not always present in every executive, regardless of his other desirable qualities and abilities, which in most cases take the form of excellent technical knowledge and outstanding professional ability in his chosen field. The qualities to which I refer might be listed as follows:

"1. Willingness to recognize that something is wrong, or that there is room for improvement.

"2. Desire to get all the facts involved and to face these facts in spite of personal prejudices. (And we all have personal prejudices.)

"3. Willingness to consult with individuals who are professionally qualified to interpret the facts, and to welcome recommendations for improvement.

"4. Willingness to decide and act on the basis of the facts and qualified counsel, regardless of the appearance of losing face and of earlier prejudices.

"The difficulty in personnel administration today is that the majority of executives who act as obstacles to sound personnel administration do not have the qualities listed above. Frankly, I do not know of any cases of conversion of execu-

tives of this type other than by the Mohammedan method of fire and sword. This means that heads must fall, and fingers must burn, and, in the end, the conversion lasts only so long as the threat of the sword and fire."

* * *

"Your question poses one of management's most interesting problems. In the few cases which I can recall in this organization two things have contributed mostly to our principles of personnel administration being willingly and spontaneously followed:

"1. Our form of organization.

"2. Our very strict policy of promotion from within right up through to the top positions.

"We operate under a form of multiple management which include a senior and junior board of executives. This promotes better communication, forces closer contact with the rank and file, making it less possible for key executives to grow away from the employees in their general area of responsibility. Our policy of promotion from within has brought men into the top levels of the organization who have a complete understanding and feeling for the experiences common to the rank and file.

"Numerous committee meetings and social functions bring various departments and levels of the organization into contact with each other so that the application of policies gives the executive a sense of satisfaction and regard for himself which he probably would not otherwise have. Consequently, he is a little less like a machine in his decisions and wants to be held in continued high regard by his employees. If he disregards these principles of personnel administration, I think he realizes that the next time he is out among the employees or in a meeting, he will not be regarded as 'a swell guy to work for.'

"Naturally, we must not leave out the desirability of having a chief executive in the organization who has in his heart and mind, as Tom Spates would say, the sound principles of personnel administration. He must know how to apply these principles of personnel administration to his own executive organization. He must lead them and not drive them. The few men who have operated along these lines have been led back on the right track and inspired by our president.

"In these cases where the desired change in attitude and practice did not come about, careful search was made for other possible placement where the investment in the executive could be salvaged and where the man's own self-respect, pride and future were carefully protected.

"There has been no case to which a mechanical solution has been applied. Each man has been regarded as an individual. We are very fortunate that our organization provides a lot of prevention which makes a large amount of cure unnecessary. But we still have a long way to go—as has almost everyone in industry today."

* * *

"Your survey touches on a topic of foremost interest in our current efforts to develop a personnel program. For the most part, our initial attempts were to develop programs (employment, training, wage and salary, procedures, etc.) and install them.

"A very careful review of our progress indicated that a certain degree of turnabout was necessary. Owing to our failure to integrate our work more closely with the executives and supervisors at all levels, we constantly faced men in these groups who had no understanding or interest in what a personnel program ought to be or might do. This lack of understanding frequently brought fear and resistance. During the last three months, our new approach has brought some success and promises of even greater effectiveness.

"We are currently approaching the problem department by department, developing meetings of supervision and asking the men to bring up and discuss personnel problems as they view them. In other words, rather than saying, for example, 'You have a wage and salary problem and here is the answer,' we are developing in them a recognition of the need for doing something themselves. These men are now willing to pour forth their problems and are anxious to work with us in developing some solutions. We are proceeding slowly, attempting to get them to develop the solutions themselves so that they will give full support and understanding to the programs finally developed.

"A counterpart to this approach has been the development of a personnel advisory committee made up of a group of vice presidents and department heads. This committee serves as a sounding board for problems, and suggested solutions may be placed before them for discussion.

"Since these attempts are new, I am not willing to suggest that they are a partial answer to the question which you raise. We are faced with one executive who still denies that he has any personnel problems of any kind although all evidence is to the contrary. Maybe your survey will uncover a method of dealing with him!"

* * *

"You have certainly landed this time on a very sensitive spot. In my experience, I have never known a single company in which one or more persons like those you describe have not been firmly rooted.

"Any approach to such a problem should, of course, take into account the age of the individual. Very frankly, if his age is advanced and he is approaching retirement, it has been my experience that he usually has become so inflexible that the most desirable thing is to either retire him prematurely or to find a way to go around him. I have known of cases where a company has been compelled to retire prematurely a number of individuals who were close to normal retirement age. Life was simply too short to spend much more of it in trying to change the leopard's spots.

"When, however, one is faced with younger individuals who have lots of potential in other directions but who otherwise are severely reactionary, we have found that the best approach has been to get agreement on the principle of reducing to writing the practices and procedures upon which sound personnel administration should rest. This at least helps to assure reasonably uniform end results and the process of writing and discussion is in itself educational. We have now reduced to writing practically all policies and procedures we commonly need. These written procedures also contain a statement of the objectives to be attained and the principles to be followed. It usually then becomes a matter of simply insisting that the approved procedures be followed religiously and applied in a broad sense to attain a desired objective.

"We have a number of individuals who some time back were most reactionary, but who, over the past few years, have adopted broader viewpoints and are now cooperating excellently.

"We took another step that we felt would help in the broadening process. We subscribed to one of the public opinion services which periodically produces brochures pointing up trends in the public's thinking. The constant reading of these had a desirable effect on these individuals' own viewpoints. This oblique educational effort worked so well that we have now discontinued our subscriptions because the individuals who were most troublesome are on the track or at least are not setting up road blocks to progress.

"In the lower levels of management we have had good results in making 'converts' through our foremen's conference program. In companies other than our own I have known of cases in the higher levels that were improved through the use of so-called executive training which has included some study of human relationships.

"It is an odd truism that nearly all members of management—high and low—feel that they are experts in human relations. Usually, they are less inclined to rely on the advice of their own personnel men than they are on specialists in other fields such as accounting. Too, it has been my experience that accountants as a class—and economists as well—are more inclined to be reactionary than others, so that top management, relying as it does on its accountants for advice and steering in that important field, are often strongly influenced by their opinions in other fields. I'm glad to say that this is not true in our companies, but I have often seen it elsewhere.

"By and large, I think any personnel administrator should be braced to sweat it out with some of these folks who have outmoded convictions, and to undertake to gradually soften their reactions to modern personnel techniques."

* * *

"Mr. X is a college graduate with more than twenty years' service in our company. A few years ago he held a responsible position under a plant manager who was thoroughly convinced of the value of good personnel administration, and, in particular, of the benefits which accrue from a well-conducted supervisory development program. The manager was, however, unable to convince Mr. X that greater attention should be given to this important phase of his work. Mr. X felt that supervisors reporting to him should be selected on the basis of training and experience and that they then should be expected to produce. If they failed to produce, it was an indication that they were not qualified for their jobs. He could see no benefit from supervisory development programs, training, job-performance reviews, etc.

"Mr. X had excellent leadership capabilities and thorough job knowledge, so it was decided to make him manager of a new plant which would come into production during the war at a time when there would be a shortage of trained personnel and many problems requiring good personnel administration would arise. The decision to give Mr. X this assignment was reached in spite of his failure to recognize the benefits to be gained through good personnel administration. It was felt that he would fail or succeed depending on whether he maintained or changed his viewpoint. His superiors had confidence in him and were convinced that if he was injected into a

situation where he could see at first hand the benefits resulting from sound personnel administration, he would rise to the occasion.

"After being given the assignment, Mr. X endeavored to secure experienced supervisory personnel for the key jobs in his plant. As he looked over lists of available personnel, he found there were no men who were thoroughly acquainted with all phases of the work. This was a new experience for him. He decided that he must select personnel and equip them to handle their new jobs. He found that in selecting personnel, he was giving more attention to personal qualifications and attitudes than to work experience and was considering each candidate on the basis of how rapidly he could be developed to meet the requirements for the job he would fill. He was also emphasizing in his discussions with candidates the important part training would play and that those selected must have ability and patience in developing their personnel. In other words, he was advocating the same principles which he had been unwilling to accept himself a short time previously. He recognized that his viewpoint had been wrong and became one of the foremost advocates of good personnel administration in our company.

"Mr. X readily admits that he made a complete 'about-change.' He feels that the conditioning he received prior to being given full responsibility for a plant played an important part in this change. He had, through association, been exposed to the principles of good personnel administration, but had been unwilling to accept them since he could not see the benefits which would result. Without this previous conditioning, he probably would not have changed. Inherently, he had the mentality and ability to do an outstanding managerial job, but would probably have failed if he had not changed his viewpoint toward personnel administration. I believe the change can be attributed to two things: (1) conditioning; and (2) assignment of responsibility."

* * *

"If such a situation existed in our organization which we were actively trying to correct, we might take the following steps:

1. Invite the individual to attend our employee relations meetings so that he would be exposed to discussions and indirectly absorb our philosophy and approach;
2. Insure that he had frequent contacts with individuals engaged in employee relations work;
3. Encourage other executives who are sympathetic to employee relations techniques to discuss them with him;
4. Invite him to participate in our discussions on problems which directly or indirectly affect his specialty, for example, accounting, finance, economics, etc.; and
5. Actively seek his advice in all matters of policy formulation.

"Our approach would, in general, be indirect rather than specific, but in any case efforts would be made to inculcate the junior executive with sound personnel philosophy before he reached the senior executive level."

* * *

"The steps which we have taken to change the attitude of one of our executives are as follows:

1. He participates with other top executives in dis-

cussions of the formation of broad personnel policies and procedures. Every attempt is made to indicate the importance of personnel administration both from the economic and social points of view.

"2. Literature on personnel problems, particularly that which has been written by line executives, is routed to him.

"3. He accompanies the other executives to meetings at universities where top executives discuss the importance of personnel and labor relations problems in our economy.

"4. He is asked to accompany the other executives when they attend dinner meetings where outstanding authorities on public trends discuss the problem from the over-all point of view.

"5. With the full knowledge and support of our president, the director of personnel administration frankly and fully discusses these problems with the executive both during and after working hours.

"There are definite indications that these steps are producing results."

* * *

"I guess almost every company has this nasty kind of problem to solve.

"We really have two cases. One is an old-line general foreman who had always handled people in a rather rough two-fisted way. The experiment which we tried with him was to put him on the grievance committee which meets with the shop committee each week and also on our negotiating committee. On these committees he was not, of course, the main spokesman but worked under the direction of the industrial relations manager.

"After years of this continuous nose rubbing in industrial relations management, I believe that much of the roughness of this man's personality has been rounded off and he has reached a point where he can at least view other persons' problems from a proper industrial relations point of view. Yet even with all this experience he cannot handle his own personnel problems in a satisfactory way. This general foreman is an older man and I doubt whether we're going to make any further progress with him.

"The other example is an important department head. We have not found any way yet of successfully attacking his problem. His personnel difficulties are even greater with his equals and superiors than with the employees in his department.

"The only way we plan to solve this problem, if this executive moves on up the line, is to divorce personnel contacts as much as possible from his future job. Fortunately, the top executives in the company recognize his difficulty and overlook it. But we are afraid that this lack of personnel ability will seriously handicap his future progress because no top executive can be entirely divorced from the subject of human relations."

* * *

"There are probably many instances in our company where an executive's willingness to apply the principles was brought about by some activity of our industrial relations staff. I will limit myself to just one example.

"Our industrial relations philosophy has been implemented for a period of about fifteen years with a fundamental concept

of organization and management. One of the guiding principles in this concept is the necessity for supervisors to conduct periodic performance reviews for the purpose of assisting the employee in improving his performance on the job, specifically through supplying indicated help and information. We had one unit in which the management group had accepted the principles but had never really performed in accord with the concept. The top executive casually mentioned this fact to the headquarter's industrial relations man. The industrial relations man suggested that if the company really wanted to get performance reviews made, the best way would be to conduct previews first with unit managers. Subsequently, this occurred. The following year about 60% of the people in the unit received recorded and reported performance reviews. The reason for it was the fact that having had a performance review conducted by his supervisor, the manager of the unit recognized some values formerly overlooked which he translated into action with his top level of supervision.

"We feel that this accomplishment indicates again the necessity of having acceptance of principles at the top of the organization and adroitly pounding home those principles on every appropriate occasion."

* * *

"We have followed this pattern. We place the individual with little comprehension of the principles of sound personnel administration under the executive who does the best job in that field and who is most enthusiastic in carrying out a human relations program. Our experience has shown that individuals so placed have unconsciously picked up correct ways of supervising and handling people and have acquired enthusiasm and interest in their contacts with people.

"We give such men assignments on the subject to bring up in staff meetings for discussion, and in supervisory meetings in our home office. These assignments are given not in the spirit that they are poor at the job but in the light that they have something to offer. This procedure makes it necessary for them to do some research or thinking on the subject and also opens their views to discussion and opinion of others.

"Other responsibilities are placed upon these men to keep them in close contact with employee welfare, or recreation or health programs in order to encourage their interest in these matters."

* * *

"Your request for a case history presents me with a first-class problem. I have held it for the last two days and discussed it with my associates in an effort to find a good case which you might add to your collection. All of us believe that a series of such cases would be of real practical general interest. However, none of us can recall such an instance within our experience.

"Right from the beginning of this company, its presidents and their associates have been out in front in respect to a sincere application of sound personnel principles. Almost from the beginning we have operated in accordance with a policy of selecting young men on a career basis and giving each a reasonably careful introductory training. Consequently, the nature of the original choice of personnel and the principles to which they have been exposed from the time they join the organization have been such as to have sound basic personnel

administration principles inculcated in them right from the beginning.

"Our problem has been one of selling a certain project or policy, not one of converting general nonconformers to be conformers to basic principle. We have, of course, numerous examples of where a particular project has had to be sold to individuals but that represents pretty much the extent of our problem. Looking at the reverse side of the picture, I can recall three or four or more men in executive positions who did not operate in accordance with the company's published personnel principles and objectives. In every one of these instances, the men either left the company or were removed from administrative positions. None of them was converted.

"I can cite the story of an American engineer who, following his employment in this country, was transferred to one of our foreign operations where, after the passage of some years, he became manager of our operations in that country. I suspect that the manner in which he administered affairs was general practice within that foreign country but did not measure up to that employed in this country from a personnel standpoint. Later he returned to the United States as manager of one of our larger plants. At the outset he was not at all sympathetic with the principles and programs of the personnel department, but before long he shifted to become one of our strongest supporters. This was the result of his coming to understand what service it could be to him and an appreciation on his part of what an active department was doing for his fellow plant managers. To my mind, it is not a case of conversion so much as it is one of becoming acquainted with something which had previously been outside his ken."

* * *

"Our own experience is that changes of this kind occur rarely and only gradually over long periods of time. Thus they are not easy to discern, and in most cases it is very difficult to state the factors which have led to the change.

"In general, I believe there is no better way to accomplish such a change than for top executives, by their day-to-day conduct, to demonstrate these principles. Unless such conduct is effectively demonstrated by top executives, no amount of talking or presentation of formal programs can hope to be effective."

* * *

"Your question has hit at the very roots of why there is such a large turnover of industrial relations men. In a situation such as described, it is important for topmost management to be thoroughly sold on the value of personnel techniques so that their help can be counted upon. For example, a man appointed in an over-all production capacity continually sabotaged our program by telling the individual plant managers he thought it was all a lot of foolishness. When we would arrange a training program he would tell the managers that they ought not to allow the supervisors time off to attend the meetings as he was only interested in getting out production. When we would try individual meetings on safety we would meet with the same result.

"While the problem was never completely solved and hence cannot be considered from the viewpoint of applying personnel techniques willingly and spontaneously, it was solved to a satisfactory degree. By arranging training sessions at which

the topmost officials of the company were present and by arranging supervisors' dinners at which they spoke, we were able to interest the managers in the program. We later developed an executive training program which included much personnel knowledge in the hope that some of the seeds would take root. By patience and perseverance the situation was improved to where there is an acceptance, even if not whole-hearted utilization, of the program."

* * *

"We have put down in our book, from accumulated lessons learned that the so-called purely operating general manager, is hopeless if he has come up under this system and is over fifty years of age. This is the manager who thinks only of operations—who stands with the bat at home plate and expects his team to pitch all the balls to him—and who, regardless of how much of a genius, has to make all the decisions. No matter the number of assistants, department heads and other men under him, he can't do forward thinking and planning in terms of adequate mind power. He cannot therefore develop and maintain a strong team or organization. He will never make a proper GM. A good general manager must be one who delegates work to his assistants and supervises it so that, from a personal knowledge of their work, he is able to evaluate them on the basis of cost, quantity and quality of performance.

"It's possible that some men with too much ego and too little service instinct (irrespective of their individual talents) simply can't become what we term the coaching-type executive. If such a man can't catch the vision and be convinced from the standpoint of his own self-interest and progress that finding, training and developing adequate and qualified mind power (humaneering) is his No. 1 job, he is not proper executive material.

"On the theory that a river can rise no higher than its source, I would say that success in changing this type of executive depends on the degree of trust and confidence he has in his immediate chief and associates of top management. To earn such confidence his own boss and key chiefs must live up to the philosophy that management is more concerned with 'people' than 'things'. And they must do this not only by precept but also by example. I believe this is the only way this type of executive can be 'born again.' Some types can never see it, and still others may go through the motions for a time, but, never in my experience, if they are over fifty years of age."

* * *

"I can honestly say that I have not encountered a key executive here who had little comprehension of the principles of sound personnel administration and little interest in applying them. My position as director of labor relations throws me in contact primarily with the top officers of our corporation, the heads of our various plants and labor relations supervisors in those plants.

"Obviously, in more than nine years as director of labor relations, I have had some disagreements with key executives over what constituted sound personnel administration. I can't say that I have ever had any of them take an entirely unreasonable position. In no instance have I run into the situation of where a key executive was unwilling to have his opinion questioned or unwilling to discuss the correctness of

it. When I have any disagreements with a key executive over what should be done, we talk it over. In the very great majority of instances, the key executive is able to convince me that his position is correct or I am able to convince him that my position is correct. Thus, the discussion ends with us in agreement.

"When a key executive or any supervisor takes a position which we think is out of line with principles of sound personnel administration, we use the personal interview method of working the matter out."

* * *

"We feel the problem is, basically, one of educating the key executive at fault. As an example, one of our key executives made a practice of giving vague and unsatisfactory reasons for terminations. He also carried employees on a probationary basis for an excessive length of time and then terminated them on the ground that their work was 'not up to standard.' Other faults were an excessive number of hiring interviews within the department, lack of consideration of seniority, other things being equal, and development of 'favorites.'

"Through the device of the exit interview these faults were brought to our attention. We have made it a practice to call this executive in each instance and discuss the matter with him, pointing out the error in such manner that he feels we are rendering a service by letting him know. By repetition of this procedure, he has now reached the point where he calls on us for advice before making a move of which he is doubtful and he keeps us fully advised as to changes within his department. Although we cannot be positive that this cooperation is willing and spontaneous, the fact that it is the executive who takes the initiative is a source of satisfaction to us."

SOME OBSERVATIONS

About half of the cooperators did not furnish case histories. Many of their replies, however, are thought provoking. Representative of these are the following excerpts.

"We do not have any case histories to report of any key executives who have been particularly recalcitrant in applying sound policies of personnel administration. In fact, excellent cooperation in our official family exists in this and other matters. Perhaps one reason is that all important policies are discussed fully and freely by an appropriate group before being definitely adopted. When the time comes, therefore, to put any such policy into effect, it has the sanction of a group and does not have to be imposed upon the organization through authoritative fiat."

* * *

"I cannot give a specific case in which certain definite things took place to change the attitude of a key executive toward sound personnel policy administration. Our program has been one of stimulating interest of all management levels in the application of the principles of sound personnel administration in their day-to-day job. This has led us into increased formalized training along these lines, varying from human relations courses in the lower levels of supervision to seminars for the top management groups.

"We feel that we still have a great deal to accomplish in all levels of the organization, but we also feel that a continuation of our present formalized training is warranted in getting the long-range results."

* * *

"We suppose that we have had our share of such individuals. Our general observation is that the major influence in changing such people is the insistence by top management that personnel matters be regarded as vitally important, and that this insistence be supported by good example."

"We have found that a sincere and evident respect for personnel administration by the heads of companies tends to develop the same respect and interest in all the management personnel."

* * *

"Of course we have had to deal with the type of executive you describe in your problem. Probably we shall always have to deal with such men. A case history drawn from our experience would be of no significance. The top executives of the corporation have been well advanced in their attitude toward sound personnel administration. Most of the executives throughout the organization have realized that the ability of each man to do a good personnel job was part of the standard by which he was judged. This fact has been emphasized and repeated by the chairman of the board and the president of the corporation.

"As a result, men in executive positions throughout the organization have a strong initial motive toward good personnel administration. Our staff service in the industrial relations and personnel administration field consists largely of cultivating this motive and suggesting practical steps for its application."

* * *

"I have long been impatient with personnel people who complain about the stupid managers who will not pay any attention to their excellent notions on personnel problems. In my estimation, the personnel man is hired by the top management of the company to develop AND SELL a personnel program to all levels of management. It is no longer true that the development of first-class mousetraps wears ruts in the roads leading to your house. First-class mousetraps are certainly essential but so are signboards, price tags, direct promotion and all of the other devices known to merchandising.

"A complaint by a personnel manager that he cannot sell a good program is equivalent to a salesman's confession that he could not sell soap to a millionaire whose face was dirty. Less wailing about the stupidity of other members of the management and closer self-examination of his own shortcomings will be of immense value to the personnel executive who has his foot in the door by virtue of his place in the organization but who cannot, even with that advantage, get anyone to sign his order blanks.

"I would be more interested in dragging out from my memory the poor notions which I failed to sell and was later extremely glad I had not been able to sell and the poor notions which I was successful in selling and which then backfired to my chagrin than I would to tell you the methods by which some poor sinning manager was brought to Jesus."

Three Stock Ownership Plans Aid Thrift

SEVERAL new plans involving the ownership of company stock by employees have recently been adopted. The best known of these is the stock-purchase plan of the American Telephone and Telegraph Company, which in 1947 offered stock to its employees for the first time in many years. Approximately half of the 2,800,000 shares authorized for employee purchase are currently being bought.

Another offering of stock will be made early in December, 1948. Employees with three or more months of service on November 30 may elect to purchase one share of stock for each full \$500 of their annual basic rate of pay. This is in addition to the first offering, but no employee may purchase more than fifty shares under both plans. The purchase price will be \$20 a share less than the market price when payment is completed, but not more than \$150 nor less than \$100 a share.

Payment will be made by payroll deductions at the rate of \$5 a share a month. Interest will be credited on instalment payments at the rate of 2% a year, compounded semiannually.

GE PLAN

The General Electric Company in September, 1948, announced a savings and stock bonus plan under which the employee who purchases United States savings bonds through payroll deduction receives a bonus of company common stock.

All employees may participate in the plan by authorizing regular payroll deductions for the purchase of Series E savings bonds. For employees on the weekly payroll, the minimum payroll deduction permitted is \$.75 a week, and the maximum \$10. Deductions for employees on the biweekly, semimonthly and monthly payroll are proportionately the same. Within the minimum and maximum limitations the employee may increase, decrease, or cancel his payroll deduction. If it appears that subscriptions under the plan for the year may exceed \$30 million, the administration committee may suspend or limit further participation to restrict employee savings to this amount.

When the amount to the employee's account is sufficient to purchase a bond of the specified denomination, a bond is issued. No interest is paid on the amounts deposited.

If the employee deposits these savings bonds with the company for a "holding period" of five years, he receives annually a bonus in General Electric common

stock equal to 15% of his aggregate savings for that year. The stock is deposited in a trust and is credited to the accounts of the participants. At the end of the five-year holding period the trust transfers to the participant all the shares of stock to which he is entitled. Fractional shares of stock are held until the participant is entitled to a full share as the result of accumulation in subsequent years, or the employee may elect to take in cash the fractional interest in shares. If a participant dies before the end of the five-year period his beneficiary receives all the amounts to his credit, including the common stock.

An employee may withdraw his savings bonds during the five-year period, but the minimum withdrawal permitted is all the bonds purchased in any one year. In the event of withdrawal, the employee forfeits his stock bonus on the bonds withdrawn. He may, however, continue participation and receives a bonus on the amounts contributed.

WESTINGHOUSE PLAN

The Westinghouse Electric Corporation, in August, 1948, offered 900,000 shares of common stock to its employees. All who were employed in the period May 10, 1948, to September 24, 1948, are eligible to purchase stock at \$3 below the average market price for the calendar month in which payment is completed. In no event will the price be more than \$31 or less than \$25 a share.

An employee may purchase one share of stock for each \$200 of annual salary, subject to a maximum limitation of 125 shares, but the minimum number than an employee may purchase is four shares. The shares are purchased through payroll deductions at the rate of \$2 a month a share.

If an employee should wish to cancel his subscription, he has the option of: (1) receiving the entire amount in his account in cash, without interest; or (2) receiving as many shares of stock as the money in his account will buy, with any balance left given to him in cash. The employee is also given the option of reducing the number of shares for which he has subscribed but not below the minimum of four shares. If employment is terminated for any reason before the participant completes payment, his subscription is automatically terminated, and the entire amount in his account is paid to him without interest.

F. BEATRICE BROWER

Division of Personnel Administration

Are They Really Sales Engineers?

SALES MEN engaged in the distribution of mechanical or technical products are sometimes given the title of sales engineer. More often they lack the title but are informally classified as sales engineers in their respective companies. A recent Conference Board survey¹ shows that in more than 400 manufacturing companies, one out of five employs a group of salesmen who perform a type of selling which the companies describe as sales engineering. While some of these salesmen have college degrees in engineering, it is unusual to find one who is licensed to practice professional engineering. A large number of them are without any formal education in engineering subjects.

A few of the engineering societies are vehemently opposed to the practice of certain engineering activities and to the use of job titles which contain the word engineer unless the job holder is a licensed professional engineer. Their opposition is not aimed specifically at salesmen but also covers heating engineers, sanitary engineers, consulting engineers and especially beauty parlor operators who call themselves beauty engineers. These engineering societies take the stand that the right to use the title engineer is earned only through attainment of an engineering degree and state license. (Exception is made, although reluctantly, in the case of locomotive engineers, and operators of stationary engines.) Exclusive use of the title engineer is warranted, it is said, on the same grounds that the medical and dental professions oppose indiscriminate use of the title doctor.

AN ENGINEER STATES HIS CASE

"There can be little question," says a representative of one of the societies,² "but that a person intends to convey the impression that he is engaged in professional practice if he designates himself as a civil engineer. The same is true in perhaps lesser degree of one who terms himself a mechanical engineer, chemical engineer, electrical engineer, etc. Such titles as beauty engineer, corset engineer, moving engineer, etc., are so ridiculous that there seems little chance for public misconception and so they remain, for the most part, mere sources of irritation to the engineer who has secured his title by virtue of highly specialized education and experience."

"Titles, such as heating engineer, electronics engineer, radio engineer, sales engineer, etc., are more on the borderline of possible misinterpretation. Many

¹"Salesmen's Compensation Plans," *Studies in Personnel Policy*, No. 81, 1947, Table 5A.

²In correspondence with the author.

fully qualified professional engineers specialize in heating problems and a person or concern which has need for true professional services may be misled by the advertising or statements of persons or concerns not so qualified. (A recent instance of misidentification involved a \$750,000 project.) At the present time, many technicians who have some knowledge of the application of electronic principles or devices are terming themselves electronic engineers, while many radio repair men are advertising themselves as radio engineers, although they have no qualifications to perform services for which the professional engineer who specializes in radio work is required.

TERM IS MISLEADING

"Sales engineer is a title increasingly applied or usurped by persons who are concerned only with the development of sales campaigns. The term frequently is misleading because many licensed professional engineers adapt their engineering education and training to the solution of sales problems. A great number of the nation's leading business and industrial concerns frequently employ professional engineers specializing in such work to analyze their products, manufacturing and sales organizations, plant equipment, locations and transportation equipment and all other factors which may affect their competitive situation with regard to the products of other concerns. It should be borne in mind that the state examinations for professional license include sections on economics, with questions on economic comparison, fixed and operating costs, accounting and cost analysis, valuation, contracts, specifications, etc.

"Of more direct and less controversial import is the fact that business analyses usually result in recommendations for product, equipment or plant changes and, in such event, the services of a qualified professional engineer are then definitely required. Because the professional engineer can quickly and accurately appraise the engineering possibilities or limitations of a given situation, so-called sales engineers are frequently called into consultation with that thought in mind. If, because of use of an engineering title, the employer of such services later finds that the engineer whom he has employed is limited in education and experience to accounting, advertising or other spheres of business activity, he is justified in claiming that the person employed had used the title engineer in such a manner 'as to tend to convey the impression that such person is practicing professional engineering.'

"This quotation is taken directly from the (New York State) Education Law which states that such usage of the title engineer is a misdemeanor. It will illustrate the point of danger of legal entanglement for the person who may use the term engineer without qualification of license, for, while the law itself may be interpreted as only protecting the title of professional engineer, and definitely prohibits anyone from terming himself a professional engineer unless qualified by state license, it goes farther to provide that the use of the word engineer, by itself, is similarly prohibited if a wrong impression might be gained by anyone from such usage. In this respect, it is not a question of the practice of professional engineering but merely the fact that someone might interpret the word to indicate that the user was offering to practice professional engineering. Conceivably, a concern having a problem of sales, in regard to which it might desire a comprehensive engineering analysis, might call in an individual who had termed himself a sales engineer.¹ In the event the selected sales engineer should then inform the prospective employer that his services were confined to administrative or sales-promotional activities, there would be *prima-facie* evidence that the impression had been conveyed that the sales engineer was entitled to practice professional engineering.

"To the general public the word engineering has a very indefinite meaning when familiar types of engine operation are excluded from consideration. This situation definitely prejudices the economic and social position of the professional engineer who must be qualified by formal schooling, a long period of internship and, subsequently, by state examination. On the other hand, and before an informed court of law, it might very well react to his advantage in cases where persons of obviously inferior qualifications would be involved. It would at once be evident that the title engineer has been assumed to convey a false impression of status and of dignity not commensurate with actual performance or abilities."

SALES EXECUTIVES' SLANT

Sales managers indicate that the title of sales engineer in their companies is usually an informal one. In the relatively few interviews with sales executives, no case was found where a salesman's business card bore the title sales engineer. However, several sales managers stated that their representatives were sometimes referred to as sales engineers in correspondence with customers and prospective purchasers. One sales manager expressed the opinion that the use of the title sales engineer had, by common usage, become a generic term like that of locomotive engineer. His opinion was shared by about half of those inter-

¹Professional engineering can only be practiced by an individual. A company or corporation, as such, cannot practice professional engineering.

viewed. The others said that they would expect a salesman calling himself a sales engineer to have attained the full status of a professional engineer.

Regardless of the manner in which they use the title, sales executives would be well advised to examine their respective state laws which define engineers' duties. According to the spokesman for one of the engineering societies: "All of the states of the union now have engineer registration and licensing laws. These have been provided in order to protect the public against the services of quacks claiming to be engineers. These state laws are not all alike; in fact, some of them provide very little protection, even though they do require registration of engineers. Some twenty-two states have registration laws which conform in a general way to the so-called Model Law, the original draft of which was written by the American Society of Civil Engineers in 1911. Many subsequent drafts have been developed. It can be seen from this act that it would be illegal, at least in some states, for a person designating himself as a sales engineer to make sales or attempt to make sales to the public unless he was a registered professional engineer."

LACK OF UNIFORMITY

Commenting on the lack of uniformity in the licensing requirements of the forty-eight states, a spokesman for another society says: "That is to be expected when we take into account that Wyoming's law is forty-one years old while Montana's is only one year of age. Naturally, the standards of education and experience vary, with such states as Florida, Connecticut, Michigan and New York among the most exacting."

This writer goes on to say that "perhaps the most reliable source of information is a heavily tabulated booklet issued by the National Council of State Boards of Engineering Examiners. It is their 'Digest of State Laws Governing the Practice of Engineering and Land Surveying and of State Board Procedures.' This can be obtained by writing to Mr. T. Keith Legare, Executive Secretary, P. O. Drawer 1404, Columbia, South Carolina. The price is \$2."

Specifically, the New York state law defines professional engineering as follows:¹ "A person practices professional engineering, within the meaning and intent of this article, who holds himself out as able to perform, or who does perform any professional service, such as consultation, investigation, evaluation, planning, design or responsible supervision of construction or operation in connection with any public or private utilities, structures, buildings, machines, equipment, processes, works or projects wherein safeguarding of life, health or property is con-

¹Regulations of the Commissioner of Education of the State of New York, approved by the Board of Regents, September 18, 1942, Article 55, Section 1449, Paragraph 6.

cerned or involved, when such professional service requires the application of engineering principles and data." Many sales managers are likely to find that the definition describes at least one of the activities regularly carried out by their nonengineer salesmen. In that case, these sales executives may take exception to the definition on the ground that it prohibits a large number of salesmen from performing certain duties which they have successfully carried out for many years.

Whether the law attempts to exclude salesmen with the following exemption is not clear:¹

"This article shall not be construed to affect or prevent the following, provided that no title, sign, card or device shall be used in such manner as to tend to convey the impression that the person rendering such service is a professional engineer . . . duly licensed in this state:

"Engaging in professional engineering work as an employee or pupil of or under the direction of a licensed professional engineer . . . provided that said work may not include responsible change of design or supervision as principal."

In taking exception to the paragraph defining the work of a professional engineer, most of the sales executives pointed out that they do not mean to encroach on the activities of the professional engineer, and that they desire to aid him in his work to the fullest extent. In addition, they side with the engineering societies in their attempts to eliminate quacks and charlatans.

Several sales executives pointed out that their salesmen were occasionally consulted by professional engineers who were looking for technical data on a specific product. While these salesmen were rarely graduate engineers, it was felt that they performed a valuable service to graduate and professional engineers who could not be expected to be familiar with the technical product information possessed by a dozen or more salesmen.

DO ENGINEERS MAKE GOOD SALESMEN?

Sales executives seem generally sympathetic to the engineering societies' objections to alleged misuse of the engineering title. But several of them made the observation, which many sales executives will undoubtedly share, that professional engineers do not make good salesmen. Consequently, it was said, if they were to comply with the full extent of the law, by employing professional engineers as salesmen, there would be a decided deterioration in the production of the sales department.

One case was reported in which graduate engineers were trained for selling positions. But their approach to a sales situation was usually so retarded by concentration on technical details that the real objective—the sale—was often irretrievably lost. In order to

¹Ibid, Section 1457, Paragraph 4.

correct a serious slump in sales, the men were transferred to the production department and replaced by men with sales interest and experience. The erstwhile sales engineers were much more contented after the transfer, it was added, and sales volume returned to a desirable level.

The sections of the New York State education law which pertain to the practice of professional engineering are replete with phrases, clauses or words which may be variously interpreted and in regard to which there has been no court action. This is because violations have been, until recently, classified as misdemeanors subject to criminal court disposition.

As pointed out on a number of occasions by representatives of the attorney-general's department of the state of New York, it would be practically impossible to have a jury of laymen declare a person a "criminal" because he had termed himself an engineer when he had no claim to the title under provisions of the law. An assistant attorney-general presented the example of a plumber who might term himself in advertisements, or otherwise, a sanitary engineer. While the practice of sanitary engineering clearly has an effect upon the safeguarding of "life, health and property"—the premise upon which the regulatory law is based—the assistant attorney-general has maintained that no jury would be disposed to brand a tradesman of good reputation as a criminal when, to them, the limitations of his work would be apparent. It was further considered that to fail in action of this kind would be to encourage uncounted others to assume that and similar titles without fear of legal penalty.

INJUNCTIVE RELIEF AGAINST OFFENDERS

To properly implement the New York State law without subjecting the complainant to unjustified financial and other risks, it has been maintained by the attorney-general's department that an amendment to the education law was needed to provide for injunctive procedure in the civil courts without the necessity of proving that actual harm had been caused by the actions or practices of the alleged offender. During the session of the 1948 legislature an amendment was passed and signed by the governor to become "section 7212a of Chapter 197 of the Laws of 1948." This amendment is reproduced as follows:

"Chapter 197, Laws of 1948

"Sec. 1. The education law is hereby amended by adding a new section to be section 7212a to read as follows:

"7212a. Injunctive relief. The Attorney-General may apply to the Supreme Court within the judicial district in which a violation of this article is alleged to have occurred, for an order enjoining or restraining commission or continuance of the acts complained of. Thereupon the

court will have jurisdiction of the proceedings and shall have power to grant such temporary relief or restraining order as it deems just and proper. In such proceedings, it shall be unnecessary to allege or prove that an adequate remedy of law does not exist, or that irreparable damage would result if such order were not granted. The remedy provided by this section shall be in addition to any other remedy provided by law.

"Sec. 2. This act shall take effect immediately."

The Ohio State Society of Professional Engineers has recently taken action under the general laws of that state to secure injunctions against persons using the title of engineer when not authorized by state license. These actions have been successful in that state and cease and desist orders, together with other penalties, have been issued against the alleged offenders.

ELMER W. EARL, JR.
Division of Personnel Administration

Definition of a Capitalist

The Studebaker Corporation devotes a page in its monthly employee magazine *Spotlight* to an employee information program. The monthly article ties in with an instructive poster program, which illustrates the theme of each month's subject. Representative topics have been: teamwork pays off in business as well as in football; the value of a dollar; service, quality and full value are seeds for job security.

HOW CAN YOU TELL?

One such topic was illustrated by two identical-looking men. Alongside their faces was the question: "Which of these men is a working man and which is a capitalist?"

The question was answered as follows:

"Here in America it's next to impossible to tell a working man from a capitalist. Most of us spend part of our lives being both, so there isn't actually any difference.

"We can't tell a producer from a consumer either. We build automobiles here at Studebaker. We also buy them. If you buy things, you're a customer. If you make things, you're part of labor. If you own things, even a home or a car or life insurance, you're a capitalist. And if you vote, you are part of government.

"These are the highlights of this month's poster information program for Studebaker employees. . . . With them comes this message:

"Once someone asked Andrew Carnegie, 'Which is the most important—capital, labor or management?' 'Which,' he asked, 'is the most important leg of a three-legged stool?'

"There has been a habit, in recent years, of trying to

divide America into groups. We speak of 'government' as if it were something apart from ourselves and not our own representatives.

"We speak of workers as a group which is entirely devoted to producing products which the public buys—as if the workers were not also members of the public who buy the things the others produce.

"We speak of management as if they were just managers, and not customers and public like everyone else.

"We speak of capitalists (people who won property) as if many of them were not also workers and public and customers.

"There are no sharp distinctions or classes in the American way of life. They overlap . . . their interests are not separate or different or opposing.

"When we have good times—we all have more of everything. When we have bad times we all have less of everything. When customers don't buy, workers don't work, stockholders get no dividends, and the government receives less taxes.

"We all prosper or suffer together as producers, as buyers, as investors, as a community.

"America's wealth lies in its production. America's wealth lies in producing a big dollar's worth of goods for a dollar's worth of wages. America's prosperity lies in big production and steady buying."

The posters and text which tied in with this and the other topics are a copyrighted service of the Sheldon-Claire Company, Chicago, Illinois. They are reprinted here with their permission.—E. W. E.

Draftee Benefit Plans of Companies

Special benefits for employees who enlist or are drafted under the 1948 Selective Service Act were recently announced by three companies.

The Owens-Corning Fiberglas Corporation announces that employees with six months of service prior to induction will be entitled to earned vacation benefits, one week's pay, and group insurance for dependents. If the employee has been carrying dependents' hospitalization for his family, the company will continue to carry, at its own expense, the same dependents' coverage carried by the employee at the time of his departure.

Sharpe and Dohme, Inc., will pay a bonus of two weeks' pay to inducted employees with more than thirteen weeks but less than one year's service with the company. Any employee inducted into the armed forces with more than a year's continuous service will receive a bonus equal to four weeks' pay.

The Owens-Illinois Glass Company plans to keep in close touch with drafted employees by means of letters, plant or office publications, birthday cards, and a gift at Christmas.—J. J. S.

Trends in Labor Relations

National vs. Local Indexes

"Shall I use the national or the local cost of living index (consumers' price index) figures in automatically adjusting wage rates?" is a question facing many management and union leaders.

Labor relations executives and union leaders who prefer the national index for escalator clauses do so because:

1. It reduces the possible effect of errors in gathering price data or in computing the index. For example: If wages are based on a local index, an error of a one-point increase in the local index might mean an outlay of anywhere from several thousand dollars to several million dollars. But if a national index figure were used, the effect of this one-point error would be reduced or offset because the index for this city would be averaged with the indexes of the other cities included in the national index.

Another way in which the effect of errors is reduced is that if more than one error was made in constructing a national index, the law of chance would have the errors cancel each other out as some errors would be on the side of being too high and others too low.

2. It reduces possibility of rapid and wide fluctuations in index figures used for setting wage rates. For example: If a local index was used to set wage rates, some peculiar temporary local condition might shoot the index figure up several points for one month. This would result in wage rates being upped. The next month, however, the temporary condition might end and the city index would fall. Under an escalator clause this would mean a decrease in wages would take effect. The rapid fluctuations in wage rates that might result from the use of a local index figure is disconcerting to the worker, difficult for the union leader to explain, and expensive for the employer.

3. It prevents varying wage rates for different localities for multiplant firms. For example: If a multiplant company with a national wage scale uses local index figures for automatically adjusting wage rates, the end result might well be a different set of wage rates for each plant. At each adjustment period some rates might go up, others remain stationary, and still others go down.

The case for using the local city consumers' price index figure for the automatic adjustment of wage rates is based on the premise that workers are pri-

marily interested in what directly affects them. If prices in their city are going up while those for the rest of the country are dropping, they want to make certain that they will be able to meet the local price situation.

Religious Scruples and Unions

An agreement between a midwestern manufacturer and the United Automobile Workers, CIO, contains an interesting clause that permits those workers who because of religious scruples cannot join the union to remain outside the union. The contract calls for a standard union-shop clause as permitted under the Labor Management Relations Act, if and when such contract is approved by a majority vote in an NLRB-conducted union shop authorization election. The section reads as follows:

"Any employees holding seniority rights or who are now or hereafter on the payroll, and who are not members of the union and who, because of religious scruples, prefer not to join the union shall not be required to become members of the union if they appear before the plant committee and representatives of the company at one of the grievance meetings provided for under paragraph 9 (c) of this contract and declare their reason or reasons for not becoming members of the union. The plant committee and the company representatives will excuse such employees from union membership if the statements which they make are found to be based on fact."

The contract also contains another interesting provision. It evidently requires that people belonging to other CIO unions, who enter the plant, shall have their dues checked off automatically at the first pay period.

"Members of the CIO shall be required to pay dues the first checkoff period after they enter the plant if at that time they have worked forty hours in the plant."

Training Union Negotiators

A number of unions have set up courses, or have made arrangements for university extension work, for their union officers and shop stewards. One of the main reasons for such courses is to train them for the most effective presentation of their union's case in negotiations and arbitration. Among such unions is Philip Murray's United Steelworkers of America and Walter Reuther's United Automobile Workers.

An example of some of the material covered in these courses is given by the CIO's United Automomo-

bile Workers. It asks its shop stewards and officials if they can answer certain questions. If they are not able to answer, they are requested to attend the union's school so that they can become more effective negotiators. Among the questions are the following:

Can you write up a grievance so that it will absolutely stand up and secure the adjustment that is asked for?

Do you know how to write a brief in an umpire or arbitration case?

When your company publishes a profit statement, can you see all the places it is hiding profits?

Can you find the holes in a company time study?

If necessary, can you run off a time study to make your argument against speedup?

Can you bargain intelligently for social security insurance and pensions?

Do you know the insurance principles and tax laws you should know to bargain effectively on pensions and social security insurance?

Formulas in Nonunion Firms

Considerable material has been written lately on automatic formulas for adjusting wages based on cost of living. This is largely because of the renewed interest in the subject caused by General Motors' adoption of a cost of living formula. Mostly, this written material deals with formulas resulting from collective bargaining between employer and union leaders. Relatively little, however, has been written on what has been done in this field by nonunionized employers who are desirous of maintaining the standard of living of their workers.

THE CONFERENCE BOARD has secured from two nonunionized employers in the Midwest the details of their cost of living formulas for the automatic adjusting of wages. One of these employers describes his present plan as follows:

"Eligibility: All employees whose total annual earnings are less than \$7,200 per year are eligible to receive high cost of living payments.

"Amount of bonus: The amount of the HCL bonus is currently 8.4¢ per hour or \$14.40 per month. This amount will be increased or decreased at the rate of 2.1¢ per hour or \$3.60 per month for each rise or fall of three full points in the cost of living index, as indicated below:

National Industrial Conference Board's Cost of Living Index for (name of city) (Jan. 1939=100)

Rate of Payment

	Hourly Payroll	Salaried Payroll
166 through 168.9.....	8.4¢ per hour	\$14.40 per month
168 through 171.9.....	10.5¢ per hour	18.00 per month
172 (top limit of plan).....	12.6¢ per hour	21.60 per month

Declines in living costs will cause reductions in the amount of the bonus according to the reverse of the above scale with bonus payments being eliminated entirely at such time as the cost of living index declines to the level of 156.9, as indicated below:

165.9 through 168.....	6.8¢ per hour	\$10.80 per month
162.9 through 160.....	4.2¢ per hour	7.20 per month
159.9 through 157.....	2.1¢ per hour	3.60 per month
156.9 and below.....	0	0

A personnel executive of the above company explains that the high cost of living bonus "was first paid in November, 1941, and was continued until July, 1947. At that time, 38 cents per hour, which was slightly more than the equivalent of the full HCL bonus then being paid, was added to the hourly earnings of employees and the bonus plan was discontinued. When it was found that living costs were continuing to rise, the HCL bonus plan was reinstated and the amount of the bonus was calculated to compensate for the rise in living costs from the point at which the first bonus plan was discontinued."

In commenting on his company's plan, this executive states:

"We have found that this type of wage payment works very well in our individual situation and that it is desirable both from the standpoint of the company and the employees to have a flexible means for adjusting wages in accordance with rises and declines in the cost of living."

White Collar Plan

The other firm in the Midwest employs several thousand white collar workers. Company officials instituted the cost of living bonus in October, 1941, and have been operating under it ever since. A company official describes the operation of the plan for the past seven years:

"On October 1, 1941, we adopted a cost of living bonus applicable to all employees earning less than \$2,000 annually. At the time of the installation of this plan, we took the National Industrial Conference Board index for the month of August, 1940, as our base period and agreed to adjust the bonus quarterly in accordance with the changes in the cost of living index.

"On January 1, 1942, we increased the bonus from 5% to 9% and extended it to all employees earning less than \$5,000 annually, but paid the bonus only on the first \$2,000 of yearly salary. On April 1, 1942, we adjusted the bonus from 9% to 10%, in accordance with the figures received from the National Industrial Conference Board.

"On October 1, 1942, we increased the cost of living bonus from 10% to 20% in accordance with the announcement we made to employees prior to the wage freeze. At the time of this new adjustment in the cost of living bonus, we extended the bonus to all employees on the first \$3,000 of yearly income, and paid one half the bonus in the form of war bonds.

"After the termination of the wage freeze on September 3, 1945, we adjusted the cost of living bonus from 20% to 25%, continuing on the same basis as previously outlined, until December 31, 1945, at which time the partial payment of bonus in war bonds was eliminated.

"On August 5, 1947, a further adjustment was made in the cost of living bonus from 25% to 27%. On October 14, 1948, the cost of living bonus was adjusted to 34% and on February 17, 1947, to 44%, and on May 12, 1947, to 46%. On September 1, 1947, the bonus was adjusted

to 47% and on November 10, 1947, to 52% and on March 1, 1948, to 55% and on May 25, 1948, to 56%. In accordance with the figures just received from THE CONFERENCE BOARD, we plan to adjust the cost of living bonus from 56% to 61% with the beginning of next pay period.

"The cost of living bonus percentages are applied to the base pay of each individual and indicated separately on their biweekly pay check. Since the adoption of the cost of living plan in 1941, we have stressed to our employees that at all times the purpose of this bonus is to enable them to maintain the same real wage and that at such time as there is a reduction in the consumers' price index, we will decrease the bonus on the same basis as that in which we have increased it since its inception."

In commenting on the results of the cost of living bonus plan, the company executive states that:

"While our employees are not unionized, we firmly

believe that a program such as we have followed here on a voluntary basis without any pressure from our employees has been well worth while from the standpoint of employee morale and efficiency. Likewise, we feel that the guarantee of a constant real wage is of vital importance to the employee and that this can best be accomplished by following the consumers' price index up and down according to economic fluctuations.

"The payment of this cost of living bonus in no way changed our program of promotions, merit increases, service increases, or salary ranges under our job classification program," writes the company executive. "Consequently, the employee has the opportunity to increase his standard of living by obtaining increases in his base pay as a result of promotion, merit, or service."

JAMES J. BAMBRICK, JR.
Division of Personnel Administration

Management Book Shelf

New Men of Power—An analysis of approximately five hundred city, state and national union leaders covering age, education, birthplace, national origin, occupation of fathers, and how they have worked up to present positions. *By C. Wright Mills, Harcourt, Brace and Company, 1948, 323 pp.*

Causes of Industrial Peace—An inquiry into the basic reasons why certain companies and unions have enjoyed peaceful labor relations over a long period of time. Case study No. 1 covers collective bargaining between Crown-Zellerbach Corporation and the International Brotherhood of Pulp, Sulphite and Paper Mill Workers, AFL, and the International Brotherhood of Paper Makers, AFL. *By Clark Kerr and Roger Randall, National Planning Association, Washington, D. C., 1948, 78 pp.*

Psychological Services for an Industrial Community—Description of a plan for providing a testing service to a number of small firms in a given area, none of which requires a full-time staff psychologist. *By Leo F. Smith and Laurence Lipsett in Personnel Journal, September, 1948.*

The Management Shortage—Reasons are given to account for an alleged shortage of management personnel in business today. A suggested solution, involving an executive inventory and a training program for junior management people, is offered. *By an anonymous author in Business Week, October 16, 1948.*

Unions, Management, and the Public—A comprehensive series of short essays that start with the historical development of trade unions and end with a discussion of the economic and social interest of the community. Topics and authors range from "A Sociopsychological Interpretation" of the sources of the union movement by Robert F. Hoxie to an essay, "Labor's House of Glass," by Charles Luckman, on the union's responsibility to its members.

The section developing management's response to trade unionism includes some writings of Leo Wolman, T. M. Girdler, and Cyrus Eaton. Various aspects of negotiations are discussed, among others, by Solomon Barkin, Sumner H. Slichter, A. G. Taylor, and Wayne Morse. *Edited by E. Wight Bakke and Charles Kerr, Harcourt, Brace, and Company, New York, 1948, 968 pp.*

Joint Safety Program of Forstmann Woolen Company and Local 656, Textile Workers Union of America, CIO—A case study of the program and procedures worked out by the local union and the management of the Forstmann Woolen Company to implement their joint resolution that "safety is a noncontroversial matter . . . accident prevention can best be accomplished by cooperation." *Institute of Management and Labor Relations, Rutgers University, New Brunswick, New Jersey, 1948, 48 pp.*

Survey of Personnel Department Costs—Results of a survey of the costs of personnel administration in thirty companies in the Indianapolis area. The costs are shown by individual function performed by personnel departments, per employee per year. The author concludes that "the average expense for conducting personnel activities seems to be \$45 to \$50 per employee per year" and "it would seem to be a good rule to have the size of the personnel staff equivalent to one to one hundred employees." *By W. C. Jackson in Personnel Journal, January, 1948.*

A Recreational Program for Women—A detailed description of the activities of the Girls' Club of the First Wisconsin National Bank of Milwaukee. Contains excellent suggestions that could be used by other clubs for planning talks that will prove popular with club members and also meetings with group participation. *By Mary A. Ralston in The Burroughs Clearing House, January, 1948.*

Put the Reason with the Rule

OCCASIONALLY an employee is inclined to believe that his boss lies awake nights, thinking up prohibitions that can be imposed upon his (the employee's) freedom of action. Don't run, don't talk, don't read, and don't float about the factory. Don't loiter, don't hum, don't chew gum, don't lend money to your supervisor.

But even for regulations on such seemingly trivial subjects, there are good reasons, which the employee can readily grasp, once they are pointed out to him. While running, he may slip and crack his fibula or knock someone else into a vat. If he operates a machine that requires constant attention, reading on the job is hazardous. Quality of the product or quantity of production may suffer also and this eventually will affect his own pay envelope.

Talking at a crucial moment to a fellow worker may result in the making of excessive scrap or, again, may startle his neighbor and be actually dangerous. The baker's chewing gum may become an unwelcomed ingredient of the finished cake. Humming may get on the nerves of the girl at the next desk and cause her to make a bad error in her addition. And who would not welcome a positive rule against lending money to supervisors, to be saved the embarrassment of saying no, should one not have the cash to spare or fear that the loan would never be repaid?

Rules are merely aids to teamwork—guides for personal conduct or action that make for smooth operation of the business. Through years of experience, companies have found that if employees conduct themselves in certain ways, they can work more safely, in more agreeable surroundings and with greater efficiency. Rules let the employee know what these established ways are, and discipline corrects those who make mistakes.

DISCIPLINE AS PART OF TRAINING

It was once common to interpret discipline as punishment. If the governed disobeyed a rule, something disagreeable would happen to him. Accordingly, he followed the order laid down. In recent years this concept has been changing to an understanding of discipline as a part of training. Rules are set forth as methods of procedure, telling the employee what is expected of him. If he then fails to act as expected, rather than assuming that the failure is due to a recalcitrant nature, management considers the possibility that the employee has not fully understood the procedure or the importance of following it. Disciplinary measures—the warning, the suspension, with

discharge as a final step—are designed to bring about a fuller comprehension and inspire an attitude of greater cooperation.

One of the most effective techniques for gaining this desired cooperation is to state, along with the rule, the reason for its existence. Individuals, it has been found, are more inclined to comply with suggestions or orders if convinced of their reasonableness. On the other hand, they will resent and actively show their opposition to regulations which they attribute only to the whims of management.

A RULE THAT BACKFIRED

A manufacturing company in New England had an experience during the war period illustrative of this. The company normally employs hundreds of women workers on repetitive nonhazardous occupations—on what the company terms women's jobs. When manpower became scarce, the company for the first time began to hire women for work formerly reserved exclusively for men. Some of the assignments involved working with heavy machinery, and some entailed climbing.

As a safety measure, management formulated a rule requiring women on such jobs to wear uniforms—slacks, shirts, flat-heeled shoes and caps to protect their hair. An attractive costume was designed, and management was much pleased with the result. The women, to whom the safety aspects were explained, wore the uniforms without protest.

No dress regulations had ever been in effect, so far as the women on women's jobs were concerned, and many of the employees were accustomed to wearing clothing which, in management's opinion, was highly unsuitable. Frequently, for instance, they wore out their party dresses in the factory and bedecked themselves with quantities of costume jewelry.

Impressed by the trim appearance of the women in uniform, management decided to extend the dress regulations to all women employed in the plant. There was immediate and articulate resentment. The rule could not be advanced as a safety measure, and the fact that in management's eyes the prescribed clothing looked better was not a telling argument to those who enjoyed, according to their own lights, being dressed up. So much ill feeling was engendered that the rule had to be rescinded except in the case of the small group on men's jobs.

In a recent survey of the manner in which company rules are being presented to employees today, THE CONFERENCE BOARD examined a sample of three

hundred employee handbooks issued since the close of the war.¹ Eighteen contain no rules at all and many others devote very little space to guides for employees' personal conduct. Some of the companies dispose of the matter with a brief statement to the effect that employees in their working relationships are expected to live up to the ordinary standards of good citizens, respected by their associates and neighbors.

While regulations on more than ninety separate subjects were found in the handbooks examined, only nine of the topics are referred to in a majority of the booklets. These are as follows:

Regular attendance required.....	64.6%
Smoking	63.6
Registration required.....	61.6
Punctuality	60.6
Necessity to report injuries at once.....	60.0
Telephone calls, outgoing.....	57.6
Telephone calls, incoming.....	56.6
Solicitation of money.....	54.6
Good housekeeping.....	53.3

Practically all of the rules relating to employees, as published in the handbooks, fall into one or more of the following categories:

1. Rules designed to promote health and safety of the employee
2. Rules protecting employee from annoyance
3. Rules insuring a working force of good character (desirable associates for the employee as well as a group that reflects credit upon the company)
4. Rules protecting company property
5. Rules maintaining production—quantity and quality
6. Rules insuring conformance with legal requirements
7. Rules furthering good public relations

The natural classifications into which the regulations fall are based on the ends which the rules are designed to accomplish. In some instances a regulation might fall with justification into several categories. Thus, while it is important to insist that employees report injuries immediately so they may be treated at once and try to avoid the possibility of infection, the reporting is also necessary in order to establish full claims to benefits under the Workmen's Compensation Act.

MORE THAN SINGLE SOURCE

A rule against smoking may stem from concern for the safety of employees, or be formulated as a measure for protecting company property from fire or explosion. Or, if the employee has a job that takes him into frequent and direct contact with the public, for instance serving food, the customer might consider an employee's smoking unclean or unbusiness-

¹*Studies in Personnel Policy*, No. 95, "Company Rules—Aids to Teamwork."

like. In certain communities, customers might react unfavorably if they observed women employees smoking in an office, while they would have no such reaction to male smokers. The rule passed for public relations purposes might take this into account.

The employee who becomes intoxicated at work may endanger his own safety and that of his fellow workers, which may be the explanation for the regulation. Another valid reason for prohibiting drinking on the job, however, would be that fellow employees find it more agreeable to associate with individuals of sobriety. Again, the intoxicated employee quite likely is unable to do as much or as good work as usual, and his poor performance may affect the output of others. The rule, therefore, might be set forth from the angle of necessity for maintaining company production.

EXAMPLES OF TYPES OF REGULATIONS

Among rules designed to promote health and safety of the employee are those on smoking, reporting injuries, good housekeeping, wearing apparel, and carelessness endangering safety. Examples of rules formulated to protect employees from annoyance are solicitation of money and memberships, selling goods in the plant, lending money, making gifts to supervisors and signing personal notes. Regulations insuring a working force of good character include, among others, rules on intoxication, fighting, gambling, garnishments and falsifying records. Illustrative of rules protecting company property are those concerning incoming and outgoing packages, wearing of badges, disclosing confidential information, and malicious damage.

Falling within the category of rules maintaining production are those relating to regular attendance, punctuality, personal telephone calls, personal mail, remaining at the work place, quitting early, doing personal work on company time and insubordination. Conformance with legal requirements is responsible for rules regarding registration of time and giving information in accident cases. Specifically purposed to further good public relations are regulations on accepting gratuities, submitting written articles and speeches for approval and wearing political buttons at work.

REASON CLOSELY LINKED

In many of the handbook statements, the reason is linked as closely as possible to the actual rule, either immediately preceding it or immediately following the regulation. Or, reason and rule may be intertwined, to make a single whole.

The International Resistance Company prints each of its rules in bold-face type, with the reason immediately following in ordinary type. Thus, among violations considered serious are:

Smoking in prohibited areas (all manufacturing areas except offices, cafeteria, washrooms) . . . Smoking in prohibited areas endangers the safety of thousands of people working in this building.

Wasting time, loafing or loitering on company property . . . Time wasted prevents others from performing their jobs as scheduled.

Habitual failure to ring time card . . . Your time card is an important record which the company is required to keep. It is the record from which your pay check is made up. It must be accurate.

The Peter Cailler Kohler Swiss Chocolate Company lists among its regulations:

Personal packages. To protect your own personal belongings and to protect you from ever being suspected of having taken missing property, get a pass from your foreman to take anything except work clothes out of the plant. Any package leaving the plant may be inspected.

Solicitation or selling for whatever purpose must have the approval of management because it bothers people and loses time.

Insubordination. Each of us has his job to do. Your foreman and other supervisors have a lot of responsibility for keeping everything going right. "Fair play" calls for doing what they ask and making your complaints in an orderly manner.

Drinking. We just can't stand for it around moving machinery and other people. Nor can you come to work if you've been drinking. In other words, liquor in the plant, whether it's in you or in a bottle, is out.

The Bastian-Blessing Company treats of horseplay as follows:

"Fooling or 'horseplay' is dangerous and a poor excuse for fun. 'Horseplay' as applied to your job includes running, tripping others intentionally, throwing things, using compressed air improperly, or any act which may startle or disturb other employees.

"Horseplay has resulted in serious injuries, and even death. We cannot tolerate it on company property."

The Westinghouse Electric Corporation explains in its handbook:

"It's always unpleasant to have to garnishee or assign an employee's wages for nonpayment of debts and obligations. State laws generally cover this subject, and the employer must abide by them. In this state wages can be assigned or garnisheed. We think the best solution is for you to try to keep your personal financial affairs in such shape that you avoid garnishees and assignments. An employee whose wages are garnisheed or assigned is subject to layoff until the garnishee or assignment is lifted."

Such statements are in marked contrast to the uncommunicative admonitions handed to employees only a few years ago. The don'ts in the average old style manual carried the distinct implication, whether intentional or not, "Yours not to reason why. Yours but to do—or be fired!"

Some executives, in seeking to rephrase their company rules in order to incorporate the reasons, have found that it resulted in weeding out numerous regulations that had been in effect for many years. No logical explanation was forthcoming for certain requirements of long standing. Why, for instance, were women employees prohibited from smoking in private offices when no fire hazard was involved, no public to be considered and when men in similar offices were allowed the privilege? Why prohibit smoking in the entire factory when no hazard was present except in a few limited areas? Sometimes no one in the present employ of the company is able to remember when or how a certain regulation got on the books. The search for the "why" in such instances has not infrequently brought about termination of unessential limitations upon personal conduct, which, in turn, has led to happier employer-employee relationships.

GENEVA SEYBOLD
Division of Personnel Administration

Broad Apprentice Training Program

To provide a future supply of skilled tradesmen the Youngstown Sheet and Tube Company is now offering apprentice training in the following seventeen fields: blacksmith; boilermaker; bricklayer; carpenter; electrician (four specialties); instrument repair; machinist; moulder; patternmaker; pipefitter; rigger; roll turner; tinner, and welder.

First chance to enrol in the different courses was offered helpers now in the employ of the company. As vacancies occurred other employees between the ages of eighteen and thirty-one with high school educations (or the equivalent) were considered. Each course runs three to four years and combines classroom instruction with on-the-job training.

How To Get Promoted

Spiegel, Inc. of Chicago does more than advocate its promotion-from-within policy in general terms. In an article in a recent issue of *Spiegel Ink*, the company's house organ, employees are told that the training department's 12-week course in basic supervisory training is open to all who can meet the requirements. Tests are used to help determine an applicant's qualifications for supervisory work.

Successful completion of the course does not insure an employee's promotion to a supervisory position, but it stands as a definite "plus" in his record when a vacancy occurs.

Labor Press Highlights

THE Retail, Wholesale, and Department Store Union, a CIO international, was busy last month blocking a "communist sponsored secession move" involving eight New York City locals, reports *The Retail, Wholesale, and Department Store Employee*, the union's official organ. International union president, Samuel Wolchok, in an editorial, says: "The issues are crystal clear—they stem from one source—communism." The Communist Party, claimed Mr. Wolchok, has decided to reactivate its trade union arm—the Trade Union Unity League.

On the other hand, *Union Voice*, official organ of eight disaffiliated New York City locals, reports that the eight locals involved have voted to set up the Independent Distributive Trades Council. And Arthur Osman, newly elected president of the independent organization, is quoted as saying that compliance with the noncommunist provisions of the Taft-Hartley Act is not the issue. Rather, said Mr. Osman, "all of us recognized that the RWDSU (the CIO international union) was engaged in a conspiracy to destroy our unions. We could not submit to dictation and because of that we declared ourselves independent."

Illustrative of the deep intraunion fissure on the local level are these reports: The official organ of the CIO international reports that 700 members of Local 5 (an RWDSU New York City local) met and voted to remain affiliated with the RWDSU. *Union Voice*, organ of the disaffiliating unions, reports that 1,000 members of the same local convened two days later and voted to disaffiliate and become independent.

Other items from the October labor press follow.

AFL Says Share Increased Efficiency

To continue the wage-price spiral is an economic absurdity, says the AFL *Labor's Monthly Survey*. To break the spiral, yet continue wage increases, the *Survey* tells management to cooperate with unions in cutting costs; to "share equitably" the returns from joint efforts to improve production; to open its books to unions so that the rank and file can understand the problems involved and see the results of their work.

Action Now To Prevent Bust

"The patient is sick and the economic doctors are worried," warns the CIO *Economic Outlook*. After studying the latest report of the Council of Economic Advisers, "The Economic Situation at Mid-Year 1948," the CIO says that continued inflation, lower anticipated profits, and a gradual decline in the present favorable export balance are bound to cut down on an estimated gross national product for

1948 of \$246 billion. To avoid the resultant unemployment, the *Economic Outlook* calls for the government to act on the Council of Economic Advisers' blueprint.

District 50 Becomes UMW's Biggest

With a membership of over 200,000 in more than 1,600 locals, District 50 of the United Mine Workers of America, ind. is now UMW's largest district, says *The News* (District 50, UMWA). *The News* also reports that District 50, headed by A. D. Lewis, has nearly sixty regional offices manned by a staff of more than 400 representatives, and annually negotiates about 2,200 contracts.

No Wage Hike, No Rate Hike

Part of the grand strategy of the Communications Workers of America, ind., and the Telephone Workers Organizing Committee, CIO, in pressing for an industry-wide wage boost is to try to short-circuit rate increase applications of the telephone companies. According to the *CWA Weekly News Letter*, the joint action committee will contact state regulatory bodies and try to block rate increases where, in the opinion of the union involved, a satisfactory wage adjustment was not obtained during negotiations.

Displaced Persons Get Placed

A plan to aid some of Europe's displaced persons worked out by the CIO Textile Workers and a Hamilton, Ontario, cotton company bore fruit when forty girls arrived from Germany to work in the company's plant. Housing arrangements were made by the company and the union while the girls were still in Germany's displaced persons camps. According to the *CIO News* report, the forty girls became TWUA members almost the moment they arrived on Canadian shores.

OEIU Spreads to Insurance Field

The AFL's Office Employee's International Union made its first successful entry into the insurance field, says the *Union Labor Record* (Springfield, Ill., Central Labor Union, AFL), when employees of a Texas insurance company picked OEIU as their collective bargaining agent.

Escalator Wages for Hotel Workers

Wages of over 3,500 members of thirteen AFL unions are geared to the cost of living under a contract recently negotiated with the Cincinnati Hotels Association, reports the *AFL Weekly News Service*. The wage clause puts no ceiling on pay hikes but limits wage drops to 10%.

No Red Ink for UAW-CIO

With liquid assets of \$2,032,391.02, the United Automobile Workers of America, CIO, has achieved a sounder financial position than it has had in a number of years, says UAW Secretary-Treasurer Emil Mazey. The treasurer's report,

published in the *Automobile Worker* (UAW-CIO) shows that \$801,521.91 of the union's funds are invested in government bonds.

CIO Oil Workers Ready Canada Drive

The Oil Workers International Union is about to start an organizing drive among Canadian oil workers, according to a report in the *International Oil Worker* (OWIU-CIO). The Canadian Congress of Labor, the central body in Canada to which CIO unions belong, has applications for charters from twelve oil locals. It will give the OWIU organizers a running start by transferring these applications to them.

Seafarers' Wages Doubled

Since 1944, the Seafarers International Union, AFL, has more than doubled the wages of seamen on SIU ships, claims the *Seafarers Log*. Under the new agreement recently won, the able seaman gets \$222.51 a month compared with a 1944 scale of \$100. The bosun's wages, according to the *Log*, have risen from \$112.50 to \$285.40.

CIO Paperworkers Go International

Setting up a full-fledged international union was the main convention business of the CIO United Paperworkers of America, announces the *Paperworker CIO News* (UPA-CIO). The move to extend the union's geographic boundaries, reports the *Paperworker*, comes after four years of formal existence during which time the number of workers covered by UPA-CIO contracts jumped from 12,000 to 39,000 and the number of contracts rose from 110 to 231. UPA, with 170 local unions, grew out of the CIO Paperworker Organizing Committee's original seventy-eight locals.

Union Employees Unionize

The Communications Workers of America, ind., found itself negotiating as an employer when its office employees formed an independent union and demanded recognition and a contract. The office employees won a union shop, reports the *CWA News*, and other conditions as good as or better than any gained by the CWA for clerical employees that it represents.

Buckmaster Again CIO Rubber Chief

By a margin of two votes (810-808), delegates to the thirteenth convention retained L. S. Buckmaster as president of the CIO United Rubber, Cork, Linoleum, and Plastic Workers of America, reports the *United Rubber Worker*. Following the vote, all candidates pledged cooperation in the coming year.

Canadian Labor Fights Provincial "T-H"

Canadian labor is carrying on a running battle against the new federal code and provincial versions of the Taft-Hartley Act, reports the *CIO News*. The new federal code¹ is being criticized by the Canadian Congress of Labor because it does not cover such national-scale industries as steel and packing. The *CIO News* points out that the exclusions

leave most workers under provincial jurisdiction. Labor legislation in the province of Prince Edward Islands, according to the *CIO News*, imposes compulsory arbitration that in effect outlaws strikes. And, says the *CIO News*, the wording of the section banning the closed shop leaves the way open for legislation to ban union shops and maintenance of membership clauses.

HAROLD STIEGLITZ

Division of Personnel Administration

High Cost of Walking

A Bogota, Colombia, governmental decree forces employers to furnish employees with a free pair of shoes every six months. Also on the books is a ruling that workers who won't wear the shoes can be heavily fined. Things got complicated at one Bogota factory when workers who had just been furnished the shoes went out on strike and wore them out tramping up and down the picket line. When the government tried to fine them for discarding the worn-out shoes, the workers turned on the employer and demanded new shoes—because he had caused the strike and the resulting picket line.—The Supervisor, Foremen's Association of America.

Opportunity Knocks

Man Wanted: Must be a night owl, a day hawk, a man's man, a ladies' man, a Democrat, a Republican, a New Dealer, or a fast dealer; also must be an expert driver, talker, liar, dancer, traveler, bridge player, or poker player. Must have a car or a good thumb; also must have the diplomacy of a wayward husband, the patience of a sacrificing wife; the enthusiasm of a jitterbug; the simplicity of a jackass. Must learn to drive through twelve feet of snow at ten below and work all summer without perspiring; also must learn to sleep on floors and eat only two meals a day. Position open: Business agent of a labor union.—Mobile (Ala.) Labor Journal (AFL).

Man's World Dwindles

Delegates to the Bricklayers, Masons, and Plasterers' International Union convention wrinkled their brows, then scratched their heads: a woman had applied for membership. For four years the young lady had been employed as a cleaner, pointer, and caulkier in Detroit. She now sought to cement relations with the union by becoming a member. Delegates dodged the issue by putting it up to the national executive board which will act on the recommendation of the local union involved.—Organized Labor (State Building Trades Council of California, AFL).

No Fish Tonight

Early and late, union members gather to carry on official business at union meetings. One Alabama local meets at seven o'clock on Monday mornings; the Moving Picture Machine Operators convene at midnight. But the clock doesn't affect the meetings of the AFL Fish Reduction Workers. Because fish won't bite by bright moonlight, the fish reduction workers meet "on the night of the Full Moon."—The Bakers' and Confectioners' Journal (Bakery & Confectionery Workers International Union of America, CIO).

¹For a description of the Canadian Labor Law, see *The Management Record*, "Trends in Labor Relations", October, 1948, p. 494, and July, 1948, p. 364.

Christmas Bonus Plans

ARE Christmas bonuses usually based on a percentage of salary, or are they generally flat sums, varying perhaps with length of service or with different levels of the organization? Is it customary to make eligibility for such bonuses conditional upon a minimum period of service with the organization, or do new employees participate, even if only to the extent of a token payment? Do the officers of the company ordinarily share in the bonus, or are they generally excluded?

These questions are typical of the many received by THE CONFERENCE BOARD each year in the pre-holiday season. Believing that a knowledge of 1947 practices of a variety of companies may be helpful in formulating 1948 policy, the Board presents below the essential features of the 1947 Christmas or year-end bonus plans of one hundred companies.

Information on the plans was obtained directly from the respective companies. The plans listed were selected to display a variety of formulas for comput-

ing bonuses and to represent companies in a variety of industries. Fifty-five of the plans are those of manufacturing companies; forty-five are from companies in nonmanufacturing industries.

A number of companies reported making 1947 year-end bonus payments which were described in some cases as "cost of living" and in others as "profit sharing." Payments so labeled are not included in this report. Other companies reported making a "Christmas remembrance" payment of a token amount, perhaps five dollars, to all employees. Such plans are likewise not included.

The following, therefore, are confined to bonus payments which were in the nature of year-end or Christmas gratuities, which were of more than token size, and which were not related in a fixed way to profits or based on a rise in the cost of living.

HERBERT S. BRIGGS
Division of Personnel Administration

ONE HUNDRED CHRISTMAS BONUS PLANS FOR 1947

Company	Number Receiving Bonus	Minimum Service	Ineligible	Amount
MANUFACTURING				
Chemical Hellwig Dyeing Corporation..... Philadelphia, Pa.	677	1 month	Officers	5 months service and over, 3 days' pay; 1-5 months, 2/5 of 3 days' pay
Mobile Paint Manufacturing Company Mobile, Ala.	115	3 months	Salesman	3 months' service, 1/4 week salary; 6 months' service, 1/2 week salary; 1 year's service, 2% annual earnings Bonus increases by 1% for each year of service up to max. of 10%. Executives, special bonus
Newport Industries, Incorporated..... Pensacola, Fla.	1,300	30 days	None	Hired before Jan. 2, 1947, 160 hrs. pay; hired after Jan. 2, 1947, in the proportion that number of weeks employed after Dec. 31, 1946 was to 52
The Upjohn Company..... Kalamazoo, Mich.	3,300	None	None	Hired in 1947—1 1/2% of basic salaries earned through Dec. 31, 1947 (Min. \$10 if hired after Oct. 31; \$20 if hired before) Hired in 1946: 1 1/2% of basic annual salaries for current year, based on salary rate in effect on Oct. 1 (Min. \$25) Percentage increases 1/2 of 1% each year until 5% is reached for eighth year (Max. 5%)
Chemical company.....	4,000	Hired prior to Christmas	None	Hourly employees: 20 years of service or more, \$100; 15-20 years, \$75; 10-15 years, \$50; 5-10 years, \$25; 4 years, \$20; 3 years, \$15; 2 years, \$10; 1 year, \$5 Less than 1 year of service, token gift Salaried employees: Hired before Sept. 1, \$25 plus \$25 for each additional year of service (Max. \$100); hired after Sept. 1 but before Dec. 1, \$20; hired between Dec. 1 and Christmas, \$10
Chemical company.....	4,000	Hired prior to Dec. 16, 1947	None	Hourly paid employees, 2 1/2% of gross yearly earnings, incl. overtime and vacation pay; (Min. \$5, Max. \$90); salaried employees, 3 1/2% on annual base salary, (Min. \$5)
Chemical company.....	5,000	Hired prior to Nov. 15, 1947	Directors	Hired prior to Jan. 1, 1947, 25% of 1 month's base wage or salary; hired between Jan. 1 and Sept. 14, 1947, 15% of 1 month's base wage or salary; hired between Sept. 15 and Nov. 15, 1947, 7 1/2% of 1 month's base wage or salary (Max. \$200)
Chemical company.....	500	3 months	Officers and Department heads	5% of earnings during fiscal year ending Sept. 30, 1947

ONE HUNDRED CHRISTMAS BONUS PLANS FOR 1947—Continued

Company	Number Receiving Bonus	Minimum Service	Ineligible	Amount
Chemical (cont.)				
Chemical company.....	91	Hired prior to April 2, 1947	Officers	Hourly paid employees, 40 hours at base hourly rate; salaried employees, $\frac{1}{4}$ month at rate in effect on Dec. 1; employees hired between April 1 and Dec. 1, \$10
Electrical Equipment				
Reynolds Electric Company..... Chicago, Ill.	48	1 year	None	\$5 per year of service
Thomas & Betts Company..... Elizabeth, N. J.	700	None	Officers	Service as of Nov. 1, 1947: 20 years or more, \$100; 10-20 years, \$80; 5-10 years, \$60; 3-5 years, \$40; less than 3 years, \$30; employed after Nov. 1, 1947, \$5
Electrical equipment company.....	2,500	Hired prior to Oct. 1, 1947	None	4% of total earnings during 52-week period ending Sept. 28, 1947, excl. bonus paid in Dec. 1946 (Min. \$5)
Electrical equipment company.....	443	6 months	All hourly rated employees	Over 1 year's service, approx. $\frac{1}{2}$ month's salary; over 6 month's service, approx. $\frac{1}{4}$ month's salary
Food				
Food products company.....	Over 5,000	6 months	None	25 years service or more, \$50; 15-25 years, \$25; 10-15 years, \$20; 5-10 years, \$15; less than 5 years, \$10; hired after Jan. 1, 1946 but prior to Aug. 1, 1947, \$5
Food products company.....	1,375	6 months	Stockholders	1 year's service or more, $\frac{1}{4}$ month's pay; 6 months to 1 year's service, $\frac{1}{8}$ month's pay
Food products company.....	100	Hired prior to Dec. 2, 1947	None	10% of employee's earnings for year
Lumber, Paper, and Wood Products				
Lovell Manufacturing Company..... Erie, Pa.	800	30 days	None	Hourly workers, $2\frac{1}{2}\%$ of earnings; salaried workers, 10%
Lumber company.....	386	None	Hourly workers	10% of basic salary earned during 1947
Paper products company.....	Over 2,500	Hired prior to July 1, 1947	Part-time employees	Hourly and weekly paid group: Employed prior to Jan. 1, 1946, 2 weeks' basic pay; employed between Jan. 1, 1946 and June 30, 1947, 1 week's basic pay. In addition, $\frac{1}{2}$ day's basic pay for each 5 years' service prior to Jan. 1, 1947. Max. $4\frac{1}{2}$ days. (Basic pay—time rate or base rate, without premium, in effect on Nov. 19, 1947)
Paper products company.....	650	None	None	Monthly paid group: Employed prior to Jan. 1, 1947, 1 month's salary; employed between Jan. 1, 1947 and June 30, 1947, $\frac{1}{2}$ month's salary
Paper products company.....	300	6 months	None	Over $1\frac{1}{2}$ year's service, 40 hours' pay; $\frac{1}{2}$ to $1\frac{1}{2}$ years, \$15; 1 week to $\frac{1}{2}$ year, \$10; less than 1 week, \$5
Wood products company.....	225	None	None	1 week's pay plus \$15 for each year of continuous employment
Wood products company.....	147	1 year	None	5 years' service or over, 5% of earnings in previous 12 months; 3-4 years, 4% of earnings; 2-3 years, 3% of earnings; 1-2 years, 2% of earnings; 1 year's service or less, 1% of earnings. (Min. \$10)
Wood products company.....				1 to 2 years' service, \$20; 2-3 years, \$30; 3-5 years, \$45; 5-10 years, \$65; over 10 years, \$85
Machinery				
Barber-Greene Company..... Aurora, Ill.	1,000	None	None	20 hours' pay for 1 year, plus 3 hours for each additional year, up to 80 hours; less than 1 year, subtract one hour for each month less than 12 (Min. \$10)
Blanchard Machine Company..... Cambridge, Mass.	215	1 month	Officers	One year or more service, 2 weeks' pay to salaried employees, or 80 hours' pay at base rate to hourly paid workers; less than one year's service, amount proportionate to months of service, fraction of month being counted as a whole month
Bullard Company..... Bridgeport, Conn.	1,300	None	None	1 year's service or over, one week's pay; over 6 months' service, $\frac{1}{2}$ week's pay; less than 6 months' service \$5.
Champion Blower and Forge Company..... Lancaster, Pa.	220	6 months	None	\$25 less 50 cents for each 3 days lost during year for any cause
Christensen Machine Company..... Racine, Wis.	200	30 days	None	1% of weekly earnings, based on 40 hours per week for the number of weeks worked during 1947. In addition, \$5 for each year of continuous service. (Min. \$5)
Frick Company..... Waynesboro, Pa.	850	Hired prior to Oct. 31, 1947	Casual labor	6% of wages or salaries earned in 12-mo. period ending Oct. 31, 1947
Hamilton Foundry and Machine Company..... Hamilton, Ohio	400	None	None	25 or more years' continuous service, \$50; 20-25 years' continuous service, \$40; 15-20 years' continuous service, \$35; 10-15 years' continuous service, \$30; 5-10 years' continuous service, \$25; 1-5 years' continuous service, \$20; 6 months to 1-year continuous service, \$10; less than 6 months, \$5; service after Dec. 1, 1947, \$1. Payment made in silver dollars. Taxes paid by company
Niles-Bement-Pond Company..... West Hartford, Conn.	3,000	None	Top executives	1 week's pay (40 hours) at average earned rate; less than 1 year's service, prorated amount
Machinery manufacturing company...	Over 15,000	In employ of company on Sept. 28, 1947 and worked at least 26 weeks in preceding 52 weeks	None	\$2.50 for each \$100 of basic earnings during the year. (Basic earnings—earnings for all time worked during 52-week period ending Sept. 28, other than hours on which overtime or premium payments had been made.) Employees with 5 years' service or over, \$20 additional

ONE HUNDRED CHRISTMAS BONUS PLANS FOR 1947—Continued

Company	Number Receiving Bonus	Minimum Service	Ineligible	Amount
Machinery (cont.)				
Machinery manufacturing company . . .	Over 5,000	Must have completed probationary period before Oct. 31, 1947	None	10 years' service or more, 6% of earnings; 5-10 years, 5%; 1-5 years, 4%; less than 1 year's service, 3% (Min. \$5). Earnings are defined as straight time earnings (excl. overtime and shift premiums) for the year ending Oct. 31, 1947
Machinery manufacturing company . . .	4,800	Hired prior to June 3, 1947	n.a.	Service as of June 2, 1947: 10 years' or over, \$75; 5-10 years, \$60; 1-5 years, \$45; less than 1 year, \$30. Salaried employees under \$5,000 receive double above schedule; over \$5,000, consideration on merit basis
Machinery manufacturing company . . .	1,400	Hired prior to Dec. 1, 1947	Several officers	Hired prior to July 1, 1947, 1 week's pay of 40 hours at base rate; hired between July 1 and Oct. 1, 1947, 20 hours pay; hired between Oct. 1 and Dec. 1, 1947, 10 hours' pay
Metals and Metal Products				
Coco Steel Products Corporation Chicago, Ill.	1,850	2 weeks	Employees engaged in outside erection work (earning very high rates)	Office employees: $\frac{1}{4}$ of 1% of current annual salary for each $\frac{1}{4}$ year's employment (Max. 8%) Hourly paid employees: \$7.50 for each quarter of employment by company in 1945-47. Those hired on or before Dec. 31, 1944, and employed continuously since that date, \$20 additional
Consolidated Mining & Smelting Company of Canada, Limited Montreal, Canada	7,550	6 months	None	Hourly employees: Over 1 year's service, \$75; less than 1 year's service, \$37.50 Salaried employees: 10% of salary earned during 1947 $\frac{5}{12}$ % of first \$6,000 of compensation paid to individual during 11 months ending Nov. 30, 1947
Metal products company	10,000	Hired prior to Dec. 1, 1947	Officers and directors	Hourly employees: 100 hours' earnings at earned rates, including shift bonus but excluding overtime, averaged for the 2 weeks ending Oct. 19, 1947
Metal products company	Over 5,000	Hired prior to July 2, 1947	n.a.	Office and salaried factory employees: $2\frac{1}{2}$ weeks' salary, if paid weekly; 5% of annual salary rate, if paid monthly
Metal products company	700	None	None	Office workers, $12\frac{1}{2}$ % of salary; hourly paid workers, 10% of base pay; extra to managers and key men
Metal products company	420	None	None	Shop employees: Over 5 years' seniority, \$25; 1 to 5 years' seniority, \$10; less than 1 year's seniority, \$5; office, supervisory and executive staff paid bonus on percentage basis
Metal products company	275	None	n.a.	Shop employees: Less than 1 year's service, \$5; 1 to 5 years, \$10; 5-10 years, \$15; 10-15 years, \$20; 15-20 years, \$25; 20 years' service or over, \$30; office, supervisory, and junior executive bonuses based upon individual merit
Metal products company	275	None	All except salaried employees	1 year's service or over, 1 month's salary; less than 1 year's service, prorated in accordance with number of months employed
Metal products company	125	3 months	None	3 months' service, 10 hours' pay; 6 months, 20 hours; 12 months, 40 hours; 24 months, 80 hours
Printing and Publishing				
Printing company	750	Hired before Dec. 2, 1947	Temporary or part-time workers	1 year's service or over, 3 weeks' pay; hired between Jan. 1 and June 1, 1947, 2 weeks' pay; hired between June 1 and Oct. 1, 1947, 1 week's pay; hired between Oct. 1 and Dec. 1, 1947, \$10
Printing company	200	None	Hourly paid employees	Clerical workers: Employed 6 months or less, 1 week's base pay; employed 6 months to 12 months, 2 weeks' base pay; employed over 1 year, 3 week's base pay; supervisors and salesmen, 1 month's base pay; executive employees, determined by salary committee
Printing company	150	None	None	1 year's service or more, 1 week's salary; less than 1 year's service, proportionate amount; commission salesmen, $1/52$ of annual remuneration (11 months actual and 1 month estimated)
Textiles and Textile Products				
Coopers, Incorporated Kenosha, Wis.	800	6 months	Executives and department heads (special bonus)	1 year's service or more, 1 average week's pay based on 40 hours; 6-12 months, \$10
Textile company	Over 5,000	n.a.	n.a.	Other than office and supervisory 3% of earnings from Dec. 30, 1946 to Nov. 30, 1947 (Min. \$5); department heads, $1\frac{1}{2}$ month's salary; other salaried employees, 1 month's salary
Textile products company	150	1 month	None	1 to 10 months' service, \$5; 10-12 months' service, \$10; 1 year's service, \$15; 2 years, \$20; 3 years or more, \$25
Miscellaneous				
Bell & Howell Company Chicago, Ill.	Several thousand	n.a.	n.a.	25 years and over, 190% of weekly salary; 20-25 years, 180%; 15-20 years, 170%; 10-15 years, 160%; 5-10 years, 150%; 4-5 years, 120%; 3-4 years, 90%; 2-3 years, 60%; 1-2 years, 30%; less than 1 year, 10% (Min. \$5)
Carlisle Tire & Rubber Company Carlisle, Pa.	350	None	None	Less than 30 days, 1 day base pay; 30 days to 3 months 2 days; 3 months to 6 months, 3 days; 6 months to 1 year, 4 days; 1 year to 2 years, 6 days; 2 years to 5 years, 8 days; 5 years and over, 10 days

ONE HUNDRED CHRISTMAS BONUS PLANS FOR 1947—Continued

Company	Number Receiving Bonus	Minimum Service	Ineligible	Amount
Miscellaneous (cont.)				
Aircraft products company.....	Over 1,000	None	Chairman, president, vice presidents	Employees on hourly or weekly rates: Service of few days (min. \$5); 12 months, 40 hours' pay; 24 months, 78 hours' pay; 36 months, 115 hours' pay; 48 months, 132 hours' pay; 60 months, 145 hours' pay; 72 months 158 hours' pay; 120 months, 205 hours' pay; 132 months, 210 hours' pay Executive and administrative employees on monthly or semi-monthly payroll: determined by committee appointed by board of directors; not less than above schedule
Building materials company.....	Over 10,000	Hired before Nov. 2, 1947	Officers and directors	2% of employee's earnings for year
Leather products company.....	500	1 month	None	Factory workers: 1 or more year's service, 40 hours' pay at base rate; 6 months' to 1 year's service, 20 hours' pay at base rate; less than 6 months' service, \$5 Office employees: 1 or more year's service, 2 weeks' salary; less than 1 year's service, prorated

NONMANUFACTURING

Banks and Trust Companies				
American Security & Trust Company. Washington, D. C.	538	Hired before Dec. 1, 1947	Chairman of Board and president	Less than 18 months, \$20; 18 months—3 years, \$35; 3—5 years, \$45 plus \$5 for each year over 3; 5—10 years, \$60 plus \$5 for each year over 5; 10—15 years, \$95 plus \$5 for each year over 10; 15—20 years, \$130 plus \$5 for each year over 15; over 20 years, \$170 plus \$5 for each year over 20; vice presidents, \$1,000 each; trust officer and trust investment officer, \$750 each; junior officers, \$500 each
Bank of the Manhattan Company.... New York, N. Y.	2,400	None	Chairman of the Board and president	5% of salary, excluding overtime, received in calendar year (Max. \$250)
Central National Bank..... Cleveland, Ohio	865	Hired prior to Dec. 1, 1947	None	Hired prior to Jan. 1, 1947, 2% of current base annual salary; hired between Jan. 1 and Nov. 30, 1947, 2% of 1947 earnings (Min. \$10)
Central-Penn National Bank..... Philadelphia, Pa.	225	None	None	1 year's service or more, 1 month's salary; less than 1 year's service, proportionate payments
Citizens National Trust & Savings Bank, Los Angeles, Cal.	1,000	Hired prior to Dec. 1, 1947	None	Hired prior to 1947: $\frac{1}{2}$ month's salary (Max. \$100)
First National Exchange Bank..... Roanoke, Va.	148	None	None	Hired in 1947: Proportionate amount (Min. \$10) 5% of regular salary paid during year (Min. \$15)
Franklin Title and Trust Company.. Louisville, Ky.	100	1 year	None	2% of annual compensation
Guaranty Trust Company..... New York, N. Y.	3,395	Hired before Dec. 18, 1947	Official staff	10% of base earnings received for the year 1947
Hartford-Connecticut Trust Company Hartford, Conn.	472	None	None	1 month's salary, except: 1. Hired in 1947, 1/12 month's salary for each month of service (Min. \$25) 2. Building Department employees, 4 weeks' salary; if hired in 1947, 1/13 of week's salary for each week of service (Min. \$25) 3. Part-time employees: 1. Hired prior to 1947, 4 weeks' average weekly earnings (Min. \$20) 2. Hired in 1947—1/13 of average weekly earnings for each week worked (Min. \$10)
Lincoln National Bank & Trust Com- pany Fort Wayne, Ind.	113	None	None	1 year's service or over, 1 month's salary; 6 months to 1 year's service, $\frac{1}{2}$ month's salary; less than 6 months' service, \$10 or \$20
Marine Midland Trust Company..... New York, N. Y.	535	None	None	4% on first \$3,000; 2% on salary in excess of \$3,000; those employed less than 1 year received a proportionate amount based on actual earnings during the year (Min. \$25)
National City Bank..... Cleveland, Ohio	600	Hired prior to Oct. 1, 1947	Officers	Hired prior to Jan. 1, 1947, $\frac{1}{2}$ month's salary; hired between Jan. 1 and Oct. 1, 1947, $\frac{1}{4}$ month's salary
Union Bank & Trust Company..... Los Angeles, Calif.	376	None	None	Employed full calendar year, 1 month's salary; hired during 1947, 1/12 of bonus for each month of service
Wells Fargo Bank & Union Trust Com- pany San Francisco, Calif.	922	None	None	1 year's service or over, $\frac{1}{2}$ month's salary; less than 1 year's service, 1/12 of $\frac{1}{2}$ month's salary for each month of employment (Min. \$10). Payments computed to nearest \$2.50
Worcester County Trust Company.... Worcester, Mass.	237	None	None	6 months' service or over, 1/24 of annual salary (Max. \$300); less than 6 months' service, \$25
Commercial bank.....	Over 1,000	None	None	$\frac{1}{2}$ month's salary for first full year of employment plus 5% of $\frac{1}{2}$ month's salary for each year of service (Max. 1 month's salary). Less than 1 year's service, proportionate share of $\frac{1}{2}$ month's salary based on number of months of service.

ONE HUNDRED CHRISTMAS BONUS PLANS FOR 1947—Continued

Company	Number Receiving Bonus	Minimum Service	Ineligible	Amount
Banks and Trust Companies (cont.)				
Commercial bank.....	Over 1,000	None	None	7½% on salaries up to and including \$7,500; 5% on salaries over \$7,500 (Min. \$562.50); less than 1 year's service, 1/12 of full bonus for each completed calendar month of service during 1947
Commercial bank.....	Over 1,000	1 month	None	40% of the first \$500 of the Nov. salary, plus 35% of any portion in excess; less than 1 year's service, prorate amounts in proportion to full months of service (Min. \$10)
Commercial bank.....	Over 1,000	None	President	Hired before 1947: 6% on first \$5,000 of all salaries; 4% on the next \$5,000; 2% on all earnings above \$10,000. Based on actual dollar salary received in calendar year 1947 Hired in 1947: Paid for proportionate number of months
Commercial bank.....	Over 1,000	None	None	10 years' service and over, \$25; 5-10 years, \$20; 1-5 years, \$15; less than 1 year, \$10
Commercial bank.....	Over 1,000	None	None	1 year's service or over, ½ month's salary, plus \$20 for each year of service; less than 1 year's service, \$25
Commercial bank.....	Over 1,000	Hired prior to Dec. 15, 1947	None	1. Officers, 18% of annual salary 2. Employees, at specified value per point: 1 point per \$100 of base annual 1947 salary (as of Dec. 1, 1947) and 1 point for each year of service if hired in 1943-1946, incl.; 2 points for each year of service if hired in 1938-1942, incl.; 3 points for each year of service if hired prior to 1938 Value of points: Specified supervisory employees, \$5.25; others having 1 year's service or over, \$4.50; others having 6-12 months' service, \$3 (Min. \$40) Building service employees having 1 year's service or over, \$3.375; building service employees having 6-12 months' service, \$3.00 (Min. \$40) Hired between June 9 and Aug. 10, 1947, \$40; hired between Aug. 10 and Oct. 12, 1947, \$30; hired between Oct. 13 and Dec. 14, 1947, \$25
Commercial bank.....	750	1 month	All officers; employees whose salary was \$4,000 or more as of Dec. 1, 1947	3. Part-time and temporary employees: \$1 for each month of service in 1947 and \$1 for each \$100 of gross earnings through Nov. 30 (Min. \$10) 5% of annual salaries up to \$3,600 as of Oct. 15, 1947. Less than 1 year's service, proportionate amount calculated to nearest month of service
Commercial bank.....	500	None	n.a.	Hired before Jan. 2, 1947, 20% of annual salary rate in effect on Dec. 31, 1947, less amount of additional compensation received in July, 1947; hired during 1947, 20% of basic wages paid and payable for current year, less amount of additional compensation received in July, 1947 (Min. \$10); part-time employees, 20% of basic wages paid and payable for current semiannual period (Min. \$10)
Commercial bank.....	120	None	None	Hired entire calendar year, \$30; employed portion of calendar year, prorata payments
Commercial bank.....	115	1 year	None	10% of base pay payable one half on July 1 and balance at the holiday season
Insurance				
Home Title Guaranty Company..... New York, N. Y.	329	None	None	6% of salary paid during the year
Pan-American Life Insurance Company..... New Orleans, La.	300	6 months	None	More than 6 months' service, 1 month's salary; 6 months, ½ month's salary
Life insurance company.....	400	None	None	6 months' service or more, ½ month's salary; 5 months 40% of month's salary; 4 months, 30% of month's salary; 3 months, 20% of month's salary; less than 3 months, 10% of month's salary (Max. \$100; Min. \$25)
Life insurance company.....	150	None	All except home office employees	Less than 3 months' service, \$5; 3-6 months, ½ week's salary; 6-9 months, 1 week's salary; 9-12 months, 1½ week's salary; 1 year or more, 2 weeks' salary
Life insurance company.....	125	None	n.a.	6 months' service or over, 2% on first \$3,000 of salary; 1% on balance (Max. \$150); less than 6 months service, reduced amount
Life insurance company.....	100	None	Officers earning over \$7,500; part-time employees	25% of 1 month's salary (Max. \$100)
Security Brokers and Exchanges				
Mackubin, Legg & Company..... Baltimore, Md.	70	None	Salesmen (nominal amount only)	12½% of the year's salary plus ¼ of 1% for each year of service
Reynolds & Company..... New York, N. Y.	250	None	Salesmen	10 years' service, 1 month's salary; 5-10 years, ¾ month's salary; 3-5 years, ½ month's salary; 1-3 years, ¼ month's salary; 6 months-1 year, ½ month's salary; less than 6 months, 1/16 month's salary (Min. \$10)

ONE HUNDRED CHRISTMAS BONUS PLANS FOR 1947—Continued

Company	Number Receiving Bonus	Minimum Service	Ineligible	Amount
Banks and Trust Companies (cont.)				
Security broker.....	Over 100	Hired prior to Dec. 13, 1947	None	Regular full time employees hired prior to Jan. 1, 1947, 1 week's salary. In addition: employed over 10 years, \$75; employed over 5 years, \$50; employed over 2 years, \$25. Regular full-time employees hired after Dec. 31, 1946, \$25; regular part-time employees, \$25 1 week's salary
New York Curb Exchange..... New York, N. Y.	317	Hired prior to Dec. 14, 1947	President and one other employee	
Retail Establishments				
R. B. Griffith Company..... Grand Forks, N. D.	125	3 months	None	8% of salary received during year
Lit Brothers..... Philadelphia, Pa.	6,300	None	Executive officers	Hired prior to Jan. 1, 1947, 1 week's salary; prior to June 30, 1947, $\frac{1}{2}$ week's salary; prior to Oct. 31, 1947, $\frac{1}{3}$ week's salary; from Nov. 1 to date of payment of bonus, 1 day's salary
Retail food chain.....	Over 1,000	1 year	None	1 week's salary
Miscellaneous				
Advertising agency.....	n.a.	1 month	President	1 week's salary plus value of points based on each year of service and merit
Advertising agency.....	n.a.	Hired prior to Nov. 30, 1947	n.a.	Hired before July 1, 1947, $\frac{1}{2}$ month's salary; before Oct. 1, 1947, 1 week's salary; before Nov. 30, 1947 $\frac{1}{2}$ week's salary
Advertising supplies company.....	Over 1,000	Hired prior to Dec. 20, 1947	None	Factory and office regular employees, \$25. Key employees, larger amounts, based on service and responsibilities
Communications company.....	Over 1,000	Hired prior to July 2, 1947	Employees receiving \$5,000 or more and those covered by union contract	$\frac{1}{2}$ month's salary
Construction company.....	800	n.a.	n.a.	Executive administrative and supervisory personnel, based on relative responsibilities. All others, 1 day's pay
Street railway company.....	Over 2,000	Hired before Dec. 2, 1947	Officers	Hourly paid and pensioned employees, \$5; salaried employees under \$100 per month, \$5; \$100-\$199 per month, \$10; \$200-\$299 per month, \$15; \$300-\$314 per month, \$25; \$315 and above per month, 24% of 1 month's salary

n.a. Not available

Workmen's Compensation Now in All States

With the passage of a workmen's compensation law effective January 1, 1949, Mississippi joins the ranks of all the other states in providing protection for their workers injured in occupational accidents. Workmen's compensation legislation is now on the statute books of all the states. Because of various exemptions, such as the exclusion of farming and domestic help from coverage, only about 50% of American workers, it is estimated, are protected by workmen's compensation laws. In thirty-nine states, workers receive compensation for occupational disease as well as accident.

In most states the weekly benefit for an occupational accident is between one half and two thirds of the regular wage, but most workers do not receive the full percentage because nearly all the states limit the maximum benefit. Inasmuch as more than thirty states restrict the weekly maximum benefit to \$25 or less, under the present high wage rates this maximum considerably reduces the amount a worker

would otherwise receive on a straight percentage basis.

The *Labor Information Bulletin* for May, 1948, from which the above data were taken contains a tabulation giving the maximum death and permanent disability benefits which an injured worker may receive under workmen's compensation laws in the various states. F. B. B.

Management Book Shelf

Are You Confronted with Job Evaluation?—Describes briefly the four general methods of job evaluation, with several examples of actual point rating systems in use for office employees. Lists several points "to consider in protecting the union's interest".—*Office Employees International Union, AFL, 1221 G Street N. W. Washington 5, 1947, Pamphlet, 33pp.*

Clerical Salary Administration—Presents the results of research in the development of job evaluation methods applicable to office workers in the life insurance business. Designed to serve as a guide for a company that wishes to install a systematic salary program for its clerical personnel. *Leonard W. Ferguson, editor, Life Office Management Association, New York, 1948, 220 pp.*

SIGNIFICANT LABOR STATISTICS

Source: THE CONFERENCE BOARD, unless otherwise indicated

Item	Unit	1948							Year Previous	Percentage Change	
		Sept.	Aug.	July	June	May	April	March		Latest Month over Previous Month ¹	Latest Month over Year Previous
Clerical salary rates ²											
Billing machine operator.....	median in dollars						40				
Bookkeeping machine operator.....	median in dollars						38.50				
Calculating machine or Comptometer operator.....	median in dollars						42				
File clerk.....	median in dollars						35				
Junior copy typist.....	median in dollars						34				
Office boy (or girl).....	median in dollars						31				
Receptionist.....	median in dollars						41				
Stenographer.....	median in dollars						43				
Telephone switchboard operator.....	median in dollars						43				
Senior copy typist.....	median in dollars						39				
Consumers' Price Index											
Food.....	Jan. 1939=100	222.5	223.9	224.6	221.8	219.6	216.8	210.9	212.1	-0.6	+4.9
Housing.....	Jan. 1939=100	111.2	110.7	110.7	110.1	110.1	110.1	110.1	104.7	+0.5	+6.2
Clothing.....	Jan. 1939=100	156.6	155.5	155.6	155.9	156.1	156.2	156.8	151.2	+0.7	+3.6
Men's.....	Jan. 1939=100	167.9	168.1	168.0	168.2	168.4	168.2	168.5	161.8	-0.1	+3.8
Women's.....	Jan. 1939=100	147.1	144.8	145.2	145.5	145.8	146.0	146.8	142.3	+1.6	+3.4
Fuels.....	Jan. 1939=100	126.5	126.1	124.6	122.2	121.5	120.5	120.3	117.2	+0.3	+7.9
Electricity.....	Jan. 1939=100	90.3	90.3	90.3	90.1	89.8	89.8	89.9	89.8	0	+0.6
Gas.....	Jan. 1939=100	94.3	93.9	93.9	93.9	93.9	93.9	93.9	93.8	+0.4	+0.5
Housefurnishings.....	Jan. 1939=100	157.8	157.4	157.2	156.0	156.2	156.4	156.3	150.6	+0.3	+4.8
Sundries.....	Jan. 1939=100	147.9	147.5	146.7	146.6	145.4	145.4	145.1	139.1	+0.3	+6.3
All items.....	Jan. 1939=100	165.5	165.6	165.6	164.4	163.2	162.3	160.3	157.0	-0.1	+5.4
Purchasing value of dollar.....	Jan. 1939 dollars	60.4	60.4	60.4	60.8	61.3	61.6	62.4	63.7	0	-5.2
All items (BLS).....	1935-39=100	174.5	174.5	173.7	171.7	170.5	169.3	166.9	163.8	0	+6.5
Strikes (BLS)											
Beginning in period.....	number	p 335	p 335	310	275	275	225	336	0	-0.3
Workers involved.....	thousands	p 150	p 225	165	165	175	500	113	-33.3	+32.7
Total man days idle.....	thousands	p 1,750	p 2,200	2,000	4,100	8,000	6,000	2,520	-20.5	-30.6
Turnover rates in manufacturing (BLS)											
Separations.....	per 100 employees	p 5.1	4.4	4.5	4.3	4.7	4.5	5.3	+15.9	-3.8
Quits.....	per 100 employees	p 3.4	2.9	2.9	2.8	3.0	2.8	4.0	+17.2	-15.0
Miscellaneous.....	per 100 employees	p .1	.1	.1	.1	.1	.1	.1	0	0
Discharges.....	per 100 employees	p .4	.4	.4	.3	.4	.4	.4	0	0
Layoffs.....	per 100 employees	p 1.2	1.0	1.1	1.1	1.2	1.2	.8	+20.0	+50.0
Accessions.....	per 100 employees	p 5.0	4.7	5.7	4.1	4.0	4.0	5.3	+6.4	-5.7
Wage Earners											
All manufacturing industries (BLS)											
Earnings, hourly.....	average in dollars	p 1,363	1,349	1,333	r 1,316	r 1,301	1,292	1,289	1,249	+1.0	+9.1
weekly.....	average in dollars	p 54.06	54.12	53.01	r 52.85	51.86	51.79	52.07	50.47	-0.1	+7.1
Hours per production worker.....	average per week	p 39.7	40.1	39.8	40.2	39.9	40.1	40.4	40.4	-1.0	-1.7
Employment.....	1939 average=100	161.5	158.4	158.2	155.5	156.1	160.3	157.8	+2.0	+2.3
Payrolls.....	1939 average=100	374.6	360.0	359.0	346.7	347.1	358.4	331.5	+4.1	+18.0
Durable goods (BLS)											
Earnings, hourly.....	average in dollars	p 1,449	1,432	1,408	1,385	1,366	1,357	1,352	1,331	+1.2	+8.9
weekly.....	average in dollars	p 57.92	58.34	56.33	56.13	54.81	54.96	55.25	54.06	-0.7	+7.1
Hours per production worker.....	average per week	p 40.0	40.7	40.0	40.5	40.1	40.5	40.9	40.6	-1.7	-1.5
Nondurable goods (BLS)											
Earnings, hourly.....	average in dollars	p 1,274	1,262	1,252	1,242	1,230	1,220	1,220	1,165	+1.0	+9.4
weekly.....	average in dollars	p 50.13	49.80	49.50	49.37	48.65	48.33	48.66	46.80	+0.7	+7.1
Hours per production worker.....	average per week	p 39.4	39.5	39.5	39.8	39.6	39.6	39.9	40.2	-0.3	-2.0
Manufacture and distribution of gas											
Earnings, hourly.....	average in dollars	1,353	a 1,320	1,260	+7.4
weekly.....	average in dollars	56.90	a 57.86	53.07	+7.2
Hours per wage earner.....	average per week	41.6	a 43.4	41.5	+0.2
Generation and distribution of electricity											
Earnings, hourly.....	average in dollars	1,454	a 1,419	1,395	+4.2
weekly.....	average in dollars	62.81	a 61.42	60.94	+3.1
Hours per wage earner.....	average per week	42.5	a 42.6	42.7	-0.5
Class I railroads ³											
Earnings, hourly.....	average in dollars	1,323	1,318	1,332	1,317	1,324	1,170	+0.4	+18.1	
weekly.....	average in dollars	65.37	66.21	64.45	65.66	65.55	57.82	-1.3	+13.1	
"Real" weekly earnings.....	1923=100	158.0	161.2	158.2	162.1	163.7	152.5	-2.0	+3.6	
Hours per wage earner.....	average per week	49.4	50.2	48.4	49.9	49.5	49.4	-1.6	0	
Agricultural wage rates per month ⁴ (BAE)											
With board.....	average in dollars	110.00	102.00	103.00	+7.8	+6.8	
Without board.....	average in dollars	105.00	97.00	98.70	+8.2	+6.4	
	average in dollars	121.00	118.00	114.00	+7.1	+6.1	

¹Changes in Agricultural Wage Rates are quarterly.

²Median of the middle 50%. New series; previously the modal salary was reported in this table.

³Derived from Interstate Commerce Commission reports.

⁴As of first day of month.

^aJanuary, 1948

^pPreliminary

^rRevised

Earnings and Hours in Gas and Electricity

THE hourly earnings of workers in the gas and electricity industries in June, 1948, were higher than in any previous month, even though the length of the work week and subsequent overtime payments decreased for wage earners in both industries. According to THE CONFERENCE BOARD series, the actual weekly earnings of electricity workers also rose to a new peak while those of the gas workers registered a decline between January and June of this year. Real weekly earnings followed an identical pattern—up in electricity and down in gas utilities.

This measure of actual earnings adjusted for changes in the consumers' price index in terms of 1923 dollars is not comparable with any previously published series. These indexes of real earnings have been revised, from 1914 to date, to reflect the change in THE CONFERENCE BOARD's consumers' price index for the United States and are available upon request.

GAS UTILITIES

In each survey since June, 1945, there was an increase in the hourly earnings of male workers in gas utilities throughout the nation. The average for June, 1948, of \$1.353 was 2.5% above that of January and 7.4% higher than a year ago. All four regions represented in the study were affected by this upward

trend. The South registered the greatest gain—4.7%; the East showed the slightest—0.8%. Widespread wage increases in the gas industry were mainly responsible for the new high in hourly earnings. An expansion of the more highly paid skilled labor force was also instrumental in moving the level of earnings upward in June.

Weekly earnings did not reflect the gain in hourly earnings because of the substantial decline in hours. While the latter average dropped 4.1%, the average weekly return dropped only 1.7% between January and June. The East and the Far West are the two regions that exerted the greatest pressure on this change. They each showed a decline of more than 5% in weekly earnings and 6.2% and 8.3%, respectively, in actual hours worked. The only region to report an increase in the length of the work week was the South. The June average of 41.9 hours was 0.7% above that of January.

ELECTRIC UTILITIES

The hourly return of wage earners concerned with the generation and distribution of electricity in June averaged the highest yet recorded in THE CONFERENCE BOARD's series. A new peak had been reached in each semiannual survey since July, 1939; the June

TABLE 1: EARNINGS AND HOURS IN PRODUCTION AND DISTRIBUTION OF GAS AND ELECTRICITY BY JOB CLASSIFICATION, JANUARY AND JUNE, 1948

Source: THE CONFERENCE BOARD

Date	GAS						ELECTRICITY					
	UNSKILLED			SEMI-SKILLED AND SKILLED			UNSKILLED			SEMI-SKILLED AND SKILLED		
	Average Hourly Earnings	Average Weekly Earnings	Average Hours per Week per Wage Earner	Average Hourly Earnings	Average Weekly Earnings	Average Hours per Week per Wage Earner	Average Hourly Earnings	Average Weekly Earnings	Average Hours per Week per Wage Earner	Average Hourly Earnings	Average Weekly Earnings	Average Hours per Week per Wage Earner
INSIDE PRODUCTION												
January, 1948.....	\$1.160	\$49.84	43.0	\$1.390	\$60.07	43.2	\$1.118 ^r	\$46.68 ^r	41.7	\$1.499 ^r	\$64.00 ^r	42.7
June, 1948.....	1.168	47.08	40.3	1.416	57.90	40.9	1.133	46.92	41.4	1.537	64.80	42.2
INSIDE MAINTENANCE												
January, 1948.....	\$1.105	\$46.38	42.0	\$1.425	\$62.52	43.9	\$1.079 ^r	\$45.46 ^r	42.1	\$1.528	\$65.85	43.1
June, 1948.....	1.101	43.57	39.6	1.445	60.14	41.6	1.087	45.19	41.6	1.564	67.43	43.1
OUTSIDE												
January, 1948.....	\$1.048	\$43.82	41.8	\$1.368	\$60.38	44.1	\$1.009 ^r	\$41.20 ^r	40.8 ^r	\$1.478 ^r	\$63.47 ^r	42.9 ^r
June, 1948.....	1.085	45.34	41.8	1.415	59.76	42.2	1.038	43.12	41.5	1.535	66.29	43.2

NOTE: This table brings up to date figures published in *The Management Record*, May, 1948, p. 282

^rRevised

TABLE 2: EARNINGS AND HOURS IN PRODUCTION AND DISTRIBUTION OF GAS AND ELECTRICITY, BY SKILL, JANUARY AND JUNE, 1948

Source: THE CONFERENCE BOARD

Date and Region	ALL WAGE EARNERS						UNSKILLED						SEMI-SKILLED AND SKILLED						
	Average Hourly Earnings	Average Weekly Earnings	Average Hours per Week per Wage Earner	Indexes, 1923 = 100				Average Hourly Earnings	Average Weekly Earnings	Average Hours per Week per Wage Earner	Indexes, 1923 = 100				Average Hourly Earnings	Average Weekly Earnings	Average Hours per Week per Wage Earner		
				Hourly Earnings	Weekly Earnings	Actual	Real ¹				Hourly Earnings	Weekly Earnings	Actual	Real ¹				Hourly Earnings	Weekly Earnings
GAS																			
January, 1948																			
United States	\$1.320	\$57.86	43.4	247.2	180.7	222.3	162.5	\$1.082	\$45.56	42.1	241.0	219.4	\$1.384	\$60.65	43.8	241.1	207.2		
East	1.340	58.69	43.8	a	a	a	a	1.107	48.31	43.6	a	a	1.394	61.07	43.8	a	a		
South	1.182	49.21	41.6	a	a	a	a	.913	36.82	40.3	a	a	1.298	54.79	42.2	a	a		
Middle West	1.344	58.36	43.4	a	a	a	a	1.141	46.90	41.1	a	a	1.398	61.63	44.1	a	a		
Far West	1.362	62.67	46.0	a	a	a	a	1.155	52.04	45.0	a	a	1.423	65.93	46.3	a	a		
June, 1948																			
United States	1.353	56.90	41.6	253.4	188.0	218.6	157.8	1.104	45.58	41.2	245.9	219.2	1.421	59.29	41.7	247.6	202.6		
East	1.351	55.57	41.1	a	a	a	a	1.099	45.27	41.2	a	a	1.412	58.02	41.1	a	a		
South	1.238	51.85	41.9	a	a	a	a	.893	38.73	43.4	a	a	1.350	55.91	41.4	a	a		
Middle West	1.394	58.75	42.1	a	a	a	a	1.189	48.36	40.7	a	a	1.454	61.94	42.6	a	a		
Far West	1.404	59.26	42.2	a	a	a	a	1.184	46.73	39.5	a	a	1.465	63.06	43.0	a	a		
ELECTRICITY																			
January, 1948																			
United States	\$1.419	\$61.42	42.6	232.6	170.0	207.8	151.9	\$1.063	\$44.01	41.4	222.9	214.3	\$1.497	\$64.18	42.9	235.0	202.3		
East	1.483	62.29	42.0	a	a	a	a	1.126	46.60	41.4	a	a	1.544	65.04	42.1	a	a		
South	1.258	54.32	43.2	a	a	a	a	.913	37.52	41.1	a	a	1.374	60.92	43.9	a	a		
Middle West	1.441	61.72	42.8	a	a	a	a	1.146	47.81	41.7	a	a	1.500	64.59	43.0	a	a		
Far West	1.578	69.06	43.8	a	a	a	a	1.247	52.88	42.4	a	a	1.630	71.72	44.0	a	a		
June, 1948																			
United States	1.454	62.81	42.5	238.4	172.1	212.5	153.4	1.082	44.88	41.5	226.8	218.5	1.542	66.01	42.8	242.1	208.1		
East	1.492	62.30	41.7	a	a	a	a	1.106	45.49	41.1	a	a	1.567	65.61	41.9	a	a		
South	1.327	57.62	43.4	a	a	a	a	.957	40.29	42.1	a	a	1.456	69.95	43.9	a	a		
Middle West	1.473	63.21	42.9	a	a	a	a	1.168	48.47	41.5	a	a	1.540	66.54	43.2	a	a		
Far West	1.714	72.64	42.4	a	a	a	a	1.375	58.90	39.2	a	a	1.766	75.79	42.9	a	a		

Note: This table brings up to date figures published in *The Management Record*, May, 1948, p. 283

¹Revised series; these data not comparable with previously published indexes.

a1925 data not available

rRevised

peak was \$1.454 for the United States as a whole. The Far West had an increase of 8.6% and the East one of 0.6%, with the other two regions in between. The over-all yearly gain was 4.2% for the year, with the East and Far West again in the extreme positions—1.8% and 13.9%, respectively.

Average weekly earnings also rose throughout the country. Since January, 1948, the increase was 2.3%, and since June, 1947, it was 3.1%. These changes are tied to the upward movement of hourly earnings since average hours worked declined somewhat in both the six-month and year periods. Between January and June, weekly earnings expanded the most in the South (6.1%), although the actual level of earnings was lower than in other regions. The highest return—on both an hourly and weekly basis—prevailed in the Far West. They were, correspondingly, 17.9% and 15.7% above the United States' average for all wage earners. Skilled male workers absorbed the greater portion of the total increase in weekly earnings throughout the nation even though the length of their work week showed a slight drop.

There has been a gradual decline in hours in the electricity industry since June, 1947, with the latest

work week averaging 42.5 hours. Over the year, the over-all decline amounted to 0.5%; for the half year since January, it was 0.2%.

A noticeable change occurred in the distribution of electricity wage earners. While the unskilled group comprised 18.3% of the total in January of this year, it expanded to 19.5% of the total in June. Not since July, 1937, had it approached this proportion.

LAST OF SERIES

This study of payroll statistics in gas and electricity utilities is the last in THE CONFERENCE BOARD's series. Readers are referred to the "Earnings and Hours" reports published monthly by the Bureau of Labor Statistics for most nearly comparable data, and are urged to contact the Board's wage department for any additional information required in adjusting to the government series.

THE CONFERENCE BOARD extends its appreciation to all those companies whose faithful cooperation has made these semiannual studies possible.

ELIZABETH M. CASELLI
Statistical Division

Consumers' Prices Level Off

FOR THE fourth time this year, THE CONFERENCE BOARD's index of consumers' prices has failed to show a rise. Instead, a fractional decline of 0.1% was recorded for the period August 15 to September 15. The spurt in prices which followed the end of price control, and which contributed to bringing previously scarce goods onto the market, seems to have reached at least a temporary plateau. The increase in consumers' prices for the first eight months of this year has been only 1.9%, the smallest January-to-September change since 1945. The index now stands 65.5% above the January, 1939, level.

Seasonal declines in fresh fruits and vegetables, and lower prices for beef and lamb have been major factors in holding down food costs. Because of the importance of food in the family budget, these seasonal trends have had a substantial effect in retarding the upward progress of the over-all index. Food declined 0.6% from August to September. It is difficult to predict what course food prices will take, but seasonal

trends should begin to operate in the other direction in the next month or two and cannot be counted upon to further dampen the index. The recent drop in corn prices and the repercussion on meats offer the most likely check against further food price rises.

The break which occurred in the wholesale textile market early last spring (and which has continued to grow) is now being reflected in retail prices. The full effect is expected to be felt before the first of the year. Scattered declines have been reported in both men's and women's clothing, but, despite the softening in clothing, men's and women's fall and winter coats and men's underwear have come on the market at higher prices this year than last. These increases brought a rise in the clothing index of 0.7%.

Rises in coal and coke and a gas rate increase in Boston resulted in an increase of 0.3% in the over-all fuel index. The Board's annual survey of barber and beauty shop prices and of medical and dental services show an increase, which together with higher prices for some drug and tobacco commodities, brought a rise of 0.3% in the sundries index. The third quarterly survey of rents which the Board has made this year, showed that housing costs have increased 0.5%. The major increases occurred in cities along the

(Text continued on page 559)

CONSUMERS' PRICE INDEX FOR THE UNITED STATES, AND PURCHASING VALUE OF THE DOLLAR

Index Numbers, January, 1939=100

Revised Series: January, 1939=100; Series previously was on 1923=100.

Date	Weighted Average of All Items	Food	Housing ¹	Clothing			Fuel ²			House Furnishings	Sundries	Purchasing Value of the Dollar
				Total	Men's	Women's	Total	Electricity	Gas			
1946 September.....	137.9	169.8a	104.7	140.0	144.9	185.8	110.0	90.7	93.1	135.8	128.9	72.5
December.....	148.8	192.5b	104.7	147.8	157.3	189.8	110.5	90.2	93.3	144.4	134.7	67.4
Annual average ³ ...	136.1	164.6	104.7	139.2	144.2	185.0	108.4	91.1	93.3	135.4	128.6	73.8
1947 March.....	150.5	196.3c	104.7	151.0	161.7	142.0	111.7	90.0	93.2	148.1	136.0	66.4
June.....	151.1	197.5d	104.7	149.3	161.6	138.9	111.3	89.8	93.9	147.6	137.5	66.2
July.....	151.7	198.5	104.7	149.2	161.3	139.0	112.7	88.1	93.8	148.4	138.3	65.9
August.....	154.4	205.8e	104.7	149.9	161.7	139.9	116.7	89.8	93.8	148.8	138.6	64.8
September.....	157.0	212.1	104.7	151.2	161.8	142.3	117.2	89.8	93.8	150.6	139.1	63.7
October.....	157.9	210.8	109.1	152.0	162.0	143.5	117.8	89.9	93.8	151.9	140.2	63.3
November.....	159.1	212.9f	109.1	153.2	163.6	144.5	119.0	89.9	93.8	153.3	141.1	62.9
December.....	161.1	216.9	109.9	154.0	164.4	145.2	119.4	89.9	93.8	154.1	142.6	62.1
Annual average ⁴ ...	153.8	203.2	105.9	150.9	162.1	141.4	114.3	89.7	93.7	149.5	138.4	65.0
1948 January.....	162.4	218.9g	109.9	155.7	166.5	146.5	120.1	89.8	93.8	155.4	143.9	61.6
February.....	160.6	213.2h	109.9	156.5	168.1	146.7	120.3	89.8	93.9	156.0	143.8	62.3
March.....	160.8	210.9	110.1	156.8	168.5	146.8	120.3	89.9	93.9	156.3	145.1	62.4
April.....	162.3	216.8	110.1	156.2	168.2	146.0	120.5	89.8	93.9	156.4	145.4	61.6
May.....	163.2	219.6i	110.1	156.1	168.4	145.8	121.5	89.8	93.9	156.2	145.4	61.3
June.....	164.4	221.8	110.7	155.9	168.2	145.5	122.2	90.1	93.9	156.0	146.6	60.8
July.....	165.6	224.6	110.7	155.6	168.0	145.2	124.6	90.3	93.9	157.2	146.7	60.4
August.....	165.6	228.9j	110.7	155.5	168.1	144.8	126.1	90.3	93.9	157.4	147.5	60.4
September.....	165.5	222.5	111.2	156.6	167.9	147.1	126.5	90.3	94.3	157.8	147.9	60.4

Percentage Changes

Aug., 1948 to Sept., 1948....	-0.1	-0.6	+0.5	+0.7	-0.1	+1.6	+0.3	0	+0.4	+0.3	+0.3	0
Sept., 1947 to Sept., 1948..	+5.4	+4.9	+6.2	+3.6	+3.8	+3.4	+7.9	+0.6	+0.5	+4.8	+6.3	-5.2

¹Rents surveyed quarterly, March 15, June 15, Sept. 15, Dec. 15.

²Includes electricity and gas.

³Average of four quarterly indexes.

⁴Weighted average of two quarterly indexes and six monthly indexes.

⁵Based on food prices for Sept. 18, 1946.

⁶Based on food prices for Dec. 16, 1946.

⁷Based on food prices for March 13, 1947.

⁸Based on food prices for June 16, 1947.

⁹Based on food prices for Aug. 18, 1947.

¹⁰Based on food prices for Nov. 17, 1947.

¹¹Based on food prices for Jan. 14, 1948.

¹²Based on food prices for Feb. 16, 1948.

¹³Based on food prices for May 13, 1948.

¹⁴Based on food prices for Aug. 16, 1948.

CONSUMERS' PRICE INDEXES FOR FIFTY-SEVEN CITIES

Source: THE CONFERENCE BOARD

NOTE: These indexes do NOT show intercity differences in price level or standards of living. They show only changes in consumers' prices in each city, which changes may be compared with those for other cities.

City	Index Numbers Jan., 1939 = 100			Percentage Changes		City	Index Numbers Jan., 1939 = 100			Percentage Changes	
	Sept. 1948	Aug. 1948	Sept. 1947	Aug. 1948 to Sept. 1948	Sept. 1947 to Sept. 1948		Sept. 1948	Aug. 1948	Sept. 1947	Aug. 1948 to Sept. 1948	Sept. 1947 to Sept. 1948
Akron						Chicago					
Food.....	228.7	228.9	216.4	-0.1	+5.7	Food.....	232.6	234.2	221.8 ^r	-0.7	+4.9
Housing ¹	121.3	119.8	113.9	+1.3	+6.5	Housing ¹	120.5	120.5	105.8	0	+13.9
Clothing.....	155.8	154.7	148.2	+0.7	+5.1	Clothing.....	156.9	155.1	150.4	+1.2	+4.3
Fuel ²	155.2	154.6	138.3	+0.4	+12.2	Fuel ²	111.9	111.6	103.8	+0.3	+7.8
Housefurnishings.....	135.9	136.1	131.1	-0.1	+3.7	Housefurnishings.....	152.6	153.0	145.4	-0.3	+5.0
Sundries.....	150.9	147.8	139.1	+2.1	+8.5	Sundries.....	152.6	152.5	137.1	+0.1	+11.3
Weighted Total.....	169.0	167.7	158.2	+0.8	+6.8	Weighted Total.....	169.8	170.1	157.6	-0.2	+7.7
Atlanta						Cincinnati					
Food.....	232.7	233.1	227.6 ^r	-0.2	+2.2	Food.....	222.8	222.7 ^r	212.5 ^r	a	+4.8
Housing ¹	108.8	108.8	99.2	0	+9.7	Housing ¹	110.8	105.9	100.9	+4.6	+9.8
Clothing.....	147.4	147.5	148.8 ^r	-0.1	-0.9	Clothing.....	167.0	166.4	157.3	+0.4	+6.2
Fuel ²	134.6	134.6	123.9	0	+8.6	Fuel ²	133.2	132.5	121.7 ^r	+0.5	+9.4
Housefurnishings.....	152.1	150.6	138.4	+1.0	+9.9	Housefurnishings.....	149.3	147.6	139.8 ^r	+1.2	+6.8
Sundries.....	139.0	138.9	132.6	+0.1	+4.8	Sundries.....	149.1	148.9	141.7	+0.1	+5.2
Weighted Total.....	162.8	162.8	156.5 ^r	0	+4.0	Weighted Total.....	167.7	167.2	158.3	+0.3	+5.9
Baltimore						Cleveland					
Food.....	225.3	224.7 ^r	213.3	+0.3	+5.6	Food.....	225.8	226.9	210.1 ^r	-0.5	+7.5
Housing ¹	110.1	109.2	103.2	+0.8	+6.7	Housing ¹	116.7	116.7	109.7	0	+6.4
Clothing.....	155.4	154.3 ^r	152.6 ^r	+0.7	+1.8	Clothing.....	167.0	164.0 ^r	157.7 ^r	+1.8	+5.9
Fuel ²	141.6	141.6	129.8	0	+9.5	Fuel ²	185.6	184.4	122.6	+0.9	+10.6
Housefurnishings.....	168.7	169.0	157.5	-0.2	+7.1	Housefurnishings.....	162.6	162.8	152.6	-0.1	+6.6
Sundries.....	143.4	143.3	137.6	+0.1	+4.2	Sundries.....	151.0	151.0	142.4	0	+6.0
Weighted Total.....	168.1	167.6 ^r	159.5	+0.3	+5.4	Weighted Total.....	168.7	168.6	157.8	+0.1	+6.9
Birmingham						Dallas					
Food.....	228.3	230.3	222.3	-0.9	+2.7	Food.....	225.0	226.3 ^r	204.4	-0.6	+10.1
Housing ¹	121.5	117.5	105.7	+3.4	+14.9	Housing ¹	115.1	115.1	105.6	0	+9.0
Clothing.....	157.4	157.9	153.0	-0.3	+2.9	Clothing.....	161.9	161.6	153.1	+0.2	+5.7
Fuel ²	126.4	126.4	121.3	0	+4.2	Fuel ²	89.1	89.1	89.1	0	0
Housefurnishings.....	153.4	155.4 ^r	150.8	-1.3	+1.7	Housefurnishings.....	156.6	154.3	146.9	+1.5	+6.6
Sundries.....	136.5	136.5 ^r	127.7	0	+6.9	Sundries.....	146.0	145.9	137.6	+0.1	+6.1
Weighted Total.....	163.3	163.4 ^r	155.2	-0.1	+5.2	Weighted Total.....	160.6	160.7 ^r	149.1	-0.1	+7.7
Boston						Dayton					
Food.....	209.4	211.2	197.7 ^r	-0.9	+5.9	Food.....	216.8	219.1	210.0 ^r	-1.0	+3.2
Housing ¹	114.4	113.9	104.5	+0.4	+9.5	Housing ¹	117.5	117.5	106.4	0	+10.4
Clothing.....	147.0	144.8	144.1 ^r	+1.5	+2.0	Clothing.....	152.5	152.5	145.8	0	+4.6
Fuel ²	159.7	156.3	137.2	+2.2	+16.4	Fuel ²	141.7	141.7	127.2	0	+11.4
Housefurnishings.....	160.7	161.0	154.5	-0.2	+4.0	Housefurnishings.....	167.2	167.1	161.2 ^r	+0.1	+3.7
Sundries.....	146.4	146.0	141.6	+0.3	+3.4	Sundries.....	140.3	140.2	135.7	+0.1	+3.4
Weighted Total.....	164.2	164.2	154.5 ^r	0	+6.3	Weighted Total.....	162.6	163.3	155.2	-0.4	+4.8
Bridgeport						Denver					
Food.....	220.8	217.7 ^r	199.1 ^r	+1.4	+10.9	Food.....	218.2	219.7	207.6	-0.7	+5.1
Housing ¹	107.1	107.1	106.5	0	+0.6	Housing ¹	113.4	113.4	105.5	0	+7.5
Clothing.....	151.3	149.8 ^r	145.1 ^r	+1.0	+4.3	Clothing.....	160.2	157.9	150.8	+1.5	+6.2
Fuel ²	150.2	149.9	132.8	+0.2	+13.1	Fuel ²	105.1	105.0	101.3	+0.1	+3.8
Housefurnishings.....	154.8	154.6 ^r	145.3 ^r	+0.1	+6.5	Housefurnishings.....	152.8	153.0 ^r	143.1	-0.1	+6.8
Sundries.....	167.0	166.7	160.1 ^r	+0.2	+4.3	Sundries.....	145.5	144.4	135.2	+0.8	+7.6
Weighted Total.....	169.7	168.4	158.2 ^r	+0.8	+7.3	Weighted Total.....	161.5	161.4	152.1	+0.1	+6.2
Buffalo						Des Moines					
Food.....	238.1	237.2 ^r	218.9	+0.4	+8.8	Food.....	222.2	224.6	207.2	-1.1	+7.2
Housing ¹	117.8	117.8	112.3	0	+4.9	Housing ¹	107.7	107.7	105.3	0	+2.3
Clothing.....	153.3	152.0 ^r	146.4 ^r	+0.9	+4.7	Clothing.....	167.5	166.7	160.1	+0.5	+4.6
Fuel ²	144.2	142.7	126.9	+1.1	+13.6	Fuel ²	152.3	151.8	137.6	+0.3	+10.7
Housefurnishings.....	159.7	158.7	157.0	+0.6	+1.7	Housefurnishings.....	162.3	163.1 ^r	154.9	-0.5	+4.8
Sundries.....	149.5	147.7	139.7 ^r	+1.2	+7.0	Sundries.....	143.1	142.7	137.7	+0.3	+8.9
Weighted Total.....	171.8	170.7	159.9 ^r	+0.6	+7.4	Weighted Total.....	162.6	163.0 ^r	154.1	-0.2	+5.5
Chattanooga						Detroit					
Food.....	234.7	236.9	227.6 ^r	-0.9	+8.1	Food.....	220.2	226.9	210.6	-3.0	+4.6
Housing ¹	103.7	103.7	103.7	0	0	Housing ¹	109.9	109.9	107.4	0	+2.3
Clothing.....	155.8	155.3	149.3	+0.3	+4.4	Clothing.....	156.2	157.0	151.9 ^r	-0.5	+2.8
Fuel ²	133.0	133.0	123.9	0	+7.3	Fuel ²	147.4	146.4	132.1	+0.7	+11.6
Housefurnishings.....	142.9	143.5	137.4	-0.4	+4.0	Housefurnishings.....	164.2	162.9	152.6	+0.8	+7.6
Sundries.....	137.8	137.5	130.1 ^r	+0.2	+5.9	Sundries.....	162.8	162.7	151.3	+0.1	+7.6
Weighted Total.....	163.2	163.8	157.0 ^r	-0.4	+3.9	Weighted Total.....	167.6	169.6	159.1	-1.2	+5.3

¹Rents surveyed quarterly, March 15, June 15, September 15 and December 15.

²Includes electricity and gas.

^rRevised.

^aLess than 0.1%.

CONSUMERS' PRICE INDEXES FOR FIFTY-SEVEN CITIES—Continued

Source: THE CONFERENCE BOARD

Note: These indexes do NOT show intercity differences in price level or standards of living. They show only changes in consumers' prices in each city, which changes may be compared with those for other cities.

CITY	Index Numbers Jan., 1939=100			Percentage Changes		CITY	Index Numbers Jan., 1939=100			Percentage Changes	
	Sept. 1948	Aug. 1948	Sept. 1947	Aug. 1948 to Sept. 1948	Sept. 1947 to Sept. 1948		Sept. 1948	Aug. 1948	Sept. 1947	Aug. 1948 to Sept. 1948	Sept. 1947 to Sept. 1948
Duluth											
Food.....	220.2	221.4	208.7	-0.5	+5.5	Kansas City, Mo.					
Housing ¹	102.3	101.9	100.2	+0.4	+2.1	Food.....	209.5	209.6	201.9	a	+3.8
Clothing.....	167.0	166.2	160.2	+0.5	+4.2	Housing ¹	108.4	108.4	105.5	0	+2.7
Fuel ²	151.0	150.5	135.2	+0.3	+11.7	Clothing.....	161.1	160.9	155.7	+0.1	+3.5
Housefurnishings.....	173.1	172.6	161.5	+0.3	+7.2	Fuel ²	120.9	120.9	111.7	0	+8.2
Sundries.....	144.8	142.7	137.3	+1.5	+5.5	Housefurnishings.....	146.0	146.2	139.7	-0.1	+4.5
Weighted Total.....	167.6	167.2	158.4	+0.2	+5.8	Sundries.....	150.5	150.7	140.7	-0.1	+7.0
						Weighted Total.....	159.4	159.5	152.0	-0.1	+4.9
Erie, Pa.						Lansing					
Food.....	233.0	234.0	225.8	-0.4	+3.2	Food.....	241.7	239.8	238.0	+0.8	+1.6
Housing ¹	123.2	123.2	110.2	0	+11.8	Housing ¹	102.1	102.1	98.0	0	+4.2
Clothing.....	173.0	172.1	169.8	+0.5	+1.9	Clothing.....	159.2	157.3	147.9	+1.2	+7.6
Fuel ²	155.1	155.1	135.5	0	+14.5	Fuel ²	136.1	134.8	127.1	+1.0	+7.1
Housefurnishings.....	157.6	156.5	151.4	+0.7	+4.1	Housefurnishings.....	164.1	164.1	159.1	0	+3.1
Sundries.....	156.0	155.4	150.9	+0.4	+3.4	Sundries.....	156.5	156.1	147.6	+0.3	+6.0
Weighted Total.....	176.1	176.1	167.6	0	+5.1	Weighted Total.....	168.2	167.2	161.7	+0.6	+4.0
Fall River						Los Angeles					
Food.....	208.2	209.0	195.3	-0.4	+6.6	Food.....	220.2	220.8	209.0	-0.3	+5.4
Housing ¹	106.9	104.3	104.3	+2.5	+2.5	Housing ¹	111.9	111.8	106.2	+0.1	+5.4
Clothing.....	175.5	172.1	159.8	+2.0	+9.8	Clothing.....	146.5	146.8	143.9	-0.2	+1.8
Fuel ²	151.2	151.2	129.4	0	+16.8	Fuel ²	91.8	91.8	91.8	0	0
Housefurnishings.....	141.5	141.5	134.4	0	+5.3	Housefurnishings.....	147.6	146.6	139.8	+0.7	+5.6
Sundries.....	150.6	145.5	138.8	+3.5	+8.9	Sundries.....	144.6	144.4	136.4	+0.1	+6.0
Weighted Total.....	164.9	163.0	152.9	+1.2	+7.8	Weighted Total.....	159.4	159.5	151.7	+0.1	+5.1
Grand Rapids						Louisville					
Food.....	224.7	227.1	215.4	-1.1	+4.3	Food.....	233.8	235.7	225.4	-0.8	+3.7
Housing ¹	112.8	112.8	106.5	0	+5.9	Housing ¹	107.1	107.1	103.9	0	+3.1
Clothing.....	155.4	155.3	152.8	+0.1	+1.7	Clothing.....	154.0	153.5	149.2	+0.3	+3.2
Fuel ²	154.0	154.0	139.9	0	+10.1	Fuel ²	156.1	156.1	143.8	0	+8.6
Housefurnishings.....	171.8	172.7	159.6	-0.5	+7.6	Housefurnishings.....	165.3	164.2	160.8	+0.7	+2.8
Sundries.....	154.7	154.3	144.8	+0.3	+6.8	Sundries.....	153.0	151.9	141.5	+1.1	+8.1
Weighted Total.....	168.9	169.5	160.1	-0.4	+5.5	Weighted Total.....	173.7	173.7	165.6	0	+4.9
Green Bay, Wis.						Macon					
Food.....	201.0	204.5	201.3	-1.7	-0.1	Food.....	222.4	222.1	224.8	+0.1	-1.1
Housing ¹	115.2	115.2	106.8	0	+7.9	Housing ¹	123.2	123.2	114.0	0	+8.1
Clothing.....	168.9	168.5	164.8	+0.2	+2.5	Clothing.....	163.3	163.1	155.7	+0.1	+4.9
Fuel ²	134.6	134.6	124.9	0	+7.8	Fuel ²	117.9	117.9	111.1	0	+6.1
Housefurnishings.....	161.1	159.0	151.5	+1.3	+6.3	Housefurnishings.....	156.3	155.2	149.5	+0.7	+4.5
Sundries.....	144.0	143.7	133.2	+0.2	+8.1	Sundries.....	138.8	137.7	131.9	+0.8	+5.2
Weighted Total.....	159.1	159.9	152.8	-0.5	+4.1	Weighted Total.....	165.3	164.7	160.8	+0.4	+2.8
Houston						Memphis					
Food.....	231.4	229.2	211.3	+1.0	+9.5	Food.....	236.8	238.5	232.0	-0.7	+2.1
Housing ¹	111.1	111.1	105.7	0	+5.1	Housing ¹	114.0	114.0	108.4	0	+5.2
Clothing.....	157.7	157.2	149.2	+0.3	+5.7	Clothing.....	161.5	161.7	157.4	-0.1	+2.6
Fuel ²	81.8	81.8	81.8	0	0	Fuel ²	117.9	117.9	108.8	0	+8.4
Housefurnishings.....	142.7	142.9	139.5	-0.1	+2.3	Housefurnishings.....	157.5	158.1	152.4	-0.4	+3.3
Sundries.....	145.7	145.5	135.7	+0.1	+7.4	Sundries.....	131.4	126.9	123.4	+3.5	+6.5
Weighted Total.....	161.3	160.6	150.4	+0.4	+7.2	Weighted Total.....	161.6	160.8	155.4	+0.5	+4.0
Huntington, W. Va.						Milwaukee					
Food.....	224.1	225.6	216.4	-0.7	+3.6	Food.....	222.8	224.1	208.8	-0.6	+6.7
Housing ¹	111.7	111.7	111.7	0	0	Housing ¹	112.1	112.1	103.5	0	+8.3
Clothing.....	156.5	156.3	150.6	+0.1	+3.9	Clothing.....	167.4	166.6	162.3	+0.5	+3.1
Fuel ²	100.0	100.0	100.0	0	0	Fuel ²	135.4	135.4	125.2	0	+8.1
Housefurnishings.....	160.2	160.8	155.9	-0.4	+2.8	Housefurnishings.....	173.6	173.7	159.1	-0.1	+9.1
Sundries.....	146.7	146.9	141.4	-0.1	+3.7	Sundries.....	155.8	155.6	134.2	+0.1	+16.1
Weighted Total.....	165.6	166.1	160.5	-0.3	+3.2	Weighted Total.....	167.5	167.7	153.8	-0.1	+8.9
Indianapolis						Minneapolis					
Food.....	230.1	230.9	220.1	-0.3	+4.5	Food.....	238.2	238.4	227.7	-0.1	+4.6
Housing ¹	116.1	116.0	107.9	+0.1	+7.6	Housing ¹	108.8	108.8	103.7	0	+4.9
Clothing.....	150.1	149.0	144.5	+0.7	+3.9	Clothing.....	164.4	163.0	158.3	+0.9	+3.9
Fuel ²	150.7	150.3	132.9	+0.3	+13.4	Fuel ²	137.7	137.8	121.0	-0.1	+13.8
Housefurnishings.....	154.0	154.2	150.0	-0.1	+2.7	Housefurnishings.....	169.3	169.3	157.0	0	+7.8
Sundries.....	155.5	152.7	143.3	+1.8	+8.5	Sundries.....	154.1	154.4	145.9	-0.2	+5.6
Weighted Total.....	169.6	168.8	159.5	+0.5	+6.3	Weighted Total.....	171.5	171.6	162.5	-0.1	+5.5

¹Rents surveyed quarterly, March 15, June 15, September 15 and December 15.

²Includes electricity and gas.

^rRevised.

^aLess than 0.1%

CONSUMERS' PRICE INDEXES FOR FIFTY-SEVEN CITIES—Continued

Source: THE CONFERENCE BOARD

Note: These indexes do NOT show intercity differences in price level or standards of living. They show only changes in consumers' prices in each city, which changes may be compared with those for other cities.

CITY	Index Numbers Jan., 1939=100			Percentage Changes		CITY	Index Numbers Jan., 1939=100			Percentage Changes	
	Sept. 1948	Aug. 1948	Sept. 1947	Aug. 1948 to Sept. 1948	Sept. 1947 to Sept. 1948		Sept. 1948	Aug. 1948	Sept. 1947	Aug. 1948 to Sept. 1948	Sept. 1947 to Sept. 1948
Muskegon						Portland, Ore.					
Food.....	267.6	269.2	253.1	-0.6	+5.7	Food.....	229.6	233.2 ^r	212.1 ^r	-1.5	+8.3
Housing ¹	115.4	115.4	115.2	0	+0.2	Housing ¹	122.8	117.3	110.0	+4.7	+11.6
Clothing.....	151.6	150.8	145.5	+0.5	+4.2	Clothing.....	175.9	174.7	164.5 ^r	+0.7	+6.9
Fuel ²	162.0	156.6	144.3	+3.4	+12.3	Fuel ²	129.0	125.6	121.9	+2.7	+5.8
Housefurnishings.....	188.4	189.1	189.1	-0.5	-0.5	Housefurnishings.....	146.0	144.5	138.5	+1.0	+5.4
Sundries.....	143.0	142.9	138.6	+0.1	+3.2	Sundries.....	136.4	134.5	129.7 ^r	+1.4	+5.2
Weighted Total.....	175.2	175.1	167.7	+0.1	+4.5	Weighted Total.....	166.6	165.9	155.8 ^r	+0.4	+7.3
Newark						Providence					
Food.....	223.2	222.9	204.9	+0.1	+8.9	Food.....	225.6	225.9 ^r	212.4 ^r	-0.1	+6.2
Housing ¹	105.1	104.9	101.4	+0.2	+3.6	Housing ¹	106.2	106.2	103.9	0	+2.8
Clothing.....	146.9	146.5	145.0 ^r	+0.3	+1.3	Clothing.....	159.1	156.7	151.0	+1.5	+5.4
Fuel ²	116.7	116.7	108.3	0	+7.8	Fuel ²	145.1	145.1	126.1	0	+15.1
Housefurnishings.....	174.8	174.4	168.9	+0.2	+3.5	Housefurnishings.....	140.0	139.5	130.3	+0.4	+7.4
Sundries.....	140.4	140.4	134.0	0	+4.8	Sundries.....	146.8	147.1 ^r	139.9	-0.2	+5.4
Weighted Total.....	164.4	164.2	154.6	+0.1	+6.3	Weighted Total.....	165.3	165.2	155.8 ^r	+0.1	+6.1
New Haven						Richmond					
Food.....	218.6	216.8 ^r	207.8 ^r	+1.1	+5.2	Food.....	255.4	256.0	245.4	-0.2	+4.1
Housing ¹	105.7	105.6	105.3	+0.1	+0.4	Housing ¹	116.2	114.1	103.4	+1.8	+12.4
Clothing.....	165.1	162.4	155.4 ^r	+1.7	+6.2	Clothing.....	163.8	162.9	155.7	+0.2	+4.9
Fuel ²	142.3	142.0	129.7	+0.2	+16.0	Fuel ²	180.8	180.8	120.9 ^r	0	+7.8
Housefurnishings.....	153.4	154.1	148.3 ^r	-0.5	+7.0	Housefurnishings.....	159.7	160.0	158.8	-0.2	+0.6
Sundries.....	126.6	126.5	124.4	+0.1	+1.8	Sundries.....	132.7	132.8	126.5	-0.1	+4.9
Weighted Total.....	158.4	157.4	151.8 ^r	+0.6	+4.7	Weighted Total.....	170.0	169.8	161.4	+0.1	+5.3
New Orleans						Roanoke, Va.					
Food.....	228.1	230.8 ^r	218.6	-1.0	+4.8	Food.....	226.6	226.7	218.4 ^r	a	+3.8
Housing ¹	118.7	118.7	110.6	0	+7.3	Housing ¹	184.8	183.7	128.9	+0.8	+8.8
Clothing.....	161.0	160.5	156.2	+0.3	+3.1	Clothing.....	173.8	179.0	161.2 ^r	+0.2	+7.5
Fuel ²	90.7	90.7	85.9	0	+5.6	Fuel ²	147.9	147.9	133.5	0	+10.8
Housefurnishings.....	163.8	163.2	159.2	+0.1	+2.6	Housefurnishings.....	159.7	160.4	149.8	-0.4	+6.6
Sundries.....	137.6	136.8 ^r	131.5	+0.6	+4.6	Sundries.....	145.5	145.4 ^r	136.6	+0.1	+6.5
Weighted Total.....	169.7	170.3	162.4	-0.4	+4.5	Weighted Total.....	171.3	171.1	161.5 ^r	+0.1	+6.1
New York						Rochester					
Food.....	212.8	215.4	205.2	-1.2	+3.7	Food.....	227.6	229.7	220.3	-0.9	+3.3
Housing ¹	103.8	103.2	100.8	+0.6	+8.0	Housing ¹	108.3	103.9	103.9	+4.2	+4.2
Clothing.....	155.6	153.9	151.1	+1.1	+3.0	Clothing.....	162.1	157.1	157.2 ^r	+3.2	+3.1
Fuel ²	120.1	119.8	113.3	+0.3	+6.0	Fuel ²	155.1	155.0	141.9	+0.1	+9.3
Housefurnishings.....	158.3	157.6	152.3 ^r	+0.4	+3.9	Housefurnishings.....	184.0	184.9	177.1	-0.5	+3.9
Sundries.....	146.0	145.6	139.4 ^r	+0.8	+4.7	Sundries.....	153.1	151.9	145.7 ^r	+0.8	+5.1
Weighted Total.....	161.2	161.7	155.2 ^r	-0.3	+3.9	Weighted Total.....	167.6	166.5	160.7 ^r	+0.7	+4.8
Omaha						Rockford, Ill.					
Food.....	245.6	246.4 ^r	230.7	-0.3	+6.5	Food.....	245.6	245.2 ^r	229.8	+0.2	+6.9
Housing ¹	106.0	106.0	100.6	0	+5.4	Housing ¹	140.3	140.2	138.1	+0.1	+1.6
Clothing.....	157.7	155.9	152.0 ^r	+1.2	+3.8	Clothing.....	161.2	160.2 ^r	148.7	+0.6	+8.4
Fuel ²	138.8	133.8	125.9	0	+6.3	Fuel ²	144.3	144.3	130.6	0	+10.5
Housefurnishings.....	177.5	173.1	168.9	+2.5	+5.1	Housefurnishings.....	164.4	162.8	158.0	+1.0	+4.1
Sundries.....	148.0	145.8	138.1	+1.5	+7.2	Sundries.....	148.3	147.9	138.6	+0.3	+7.0
Weighted Total.....	170.2	169.4	160.8	+0.5	+6.2	Weighted Total.....	178.1	177.7 ^r	167.6	+0.2	+6.3
Philadelphia						Sacramento					
Food.....	211.5	209.8	201.4	+0.8	+5.0	Food.....	226.3	226.6 ^r	216.2	-0.1	+4.7
Housing ¹	110.4	110.4	102.7	0	+7.5	Housing ¹	115.3	115.3	105.7	0	+9.1
Clothing.....	150.2	149.3	146.1	+0.6	+2.8	Clothing.....	170.0	171.3	161.3 ^r	-0.8	+5.4
Fuel ²	142.7	142.8	132.1	-0.1	+8.0	Fuel ²	74.7	74.7	77.0	0	-3.0
Housefurnishings.....	151.6	151.6	148.7	0	+2.0	Housefurnishings.....	177.5	178.2	170.2	-0.4	+4.3
Sundries.....	148.5	148.4	140.5	+0.1	+5.7	Sundries.....	146.2	142.0	134.8	+3.0	+8.5
Weighted Total.....	164.8	164.0	156.6	+0.5	+5.2	Weighted Total.....	165.2	164.1 ^r	155.6 ^r	+0.7	+6.2
Pittsburgh						St. Louis					
Food.....	220.4	221.7	211.4	-0.6	+4.3	Food.....	219.9	222.1	211.3	-1.0	+4.1
Housing ¹	116.9	116.3	105.8	0	+9.9	Housing ¹	113.0	113.0	105.8	0	+6.8
Clothing.....	153.2	152.4	149.8 ^r	+0.5	+2.3	Clothing.....	152.2	151.0	147.6 ^r	+0.8	+3.1
Fuel ²	137.0	136.1	125.4	+0.7	+9.3	Fuel ²	148.8	148.4	138.5	+0.8	+7.4
Housefurnishings.....	147.0	145.6	140.1 ^r	+1.0	+4.9	Housefurnishings.....	160.0	159.0	150.7	+0.6	+6.2
Sundries.....	148.8	148.2	141.9	+0.4	+4.9	Sundries.....	137.8	137.6	129.6	+0.1	+6.3
Weighted Total.....	165.6	165.7	157.4	-0.1	+5.2	Weighted Total.....	164.0	164.5	156.0	-0.8	+5.1

¹Rents surveyed quarterly, March 15, June 15, September 15 and December 15.

²Includes electricity and gas.

^rRevised.

^aLess than 0.1%.

CONSUMERS' PRICE INDEXES FOR FIFTY-SEVEN CITIES—Continued

Source: THE CONFERENCE BOARD

Note: These indexes do NOT show intercity differences in price level or standards of living. They show only changes in consumers' prices in each city, which changes may be compared with those for other cities.

City	Index Numbers Jan., 1939=100			Percentage Changes		City	Index Numbers Jan., 1939=100			Percentage Changes	
	Sept. 1948	Aug. 1948	Sept. 1947	Aug. 1948 to Sept. 1948	Sept. 1947 to Sept. 1948		Sept. 1948	Aug. 1948	Sept. 1947	Aug. 1948 to Sept. 1948	Sept. 1947 to Sept. 1948
St. Paul						Toledo					
Food.....	234.9	236.1	221.2	-0.5	+6.2	Food.....	226.4	229.5	217.9	-1.4	+3.9
Housing ¹	107.7	107.7	100.9	0	+6.7	Housing ¹	120.8	120.5	119.1	+0.2	+6.8
Clothing.....	154.6	154.4 ^r	145.0	+0.1	+6.6	Clothing.....	160.2	158.8	152.1	+0.9	+5.3
Fuel ²	141.4	141.4	124.7	0	+13.4	Fuel ²	147.3	147.3	130.4	0	+13.0
Housefurnishings.....	176.8	176.1 ^r	165.6	+0.4	+6.8	Housefurnishings.....	148.6	149.2	143.7	-0.4	+3.4
Sundries.....	147.1	147.0	139.0 ^r	+0.1	+5.8	Sundries.....	155.5	155.4	146.6	+0.1	+6.1
Weighted Total.....	168.1	168.3	157.5 ^r	-0.1	+6.7	Weighted Total.....	170.6	171.3	161.7	-0.4	+5.5
San Francisco - Oakland						Wausau, Wis.					
Food.....	229.3	226.8	216.8	+1.1	+5.8	Food.....	245.3	244.8	230.5 ^r	+0.2	+6.4
Housing ¹	100.9	100.9	100.9	0	0	Housing ¹	107.6	107.6	102.7	0	+4.8
Clothing.....	160.9	159.8 ^r	153.0	+0.7	+5.2	Clothing.....	183.8	183.2	172.7	+0.3	+6.4
Fuel ²	90.8	90.8	90.4	0	+0.4	Fuel ²	148.6	148.2	131.1	+0.3	+13.3
Housefurnishings.....	155.5	156.0	151.8	-0.3	+2.4	Housefurnishings.....	154.3	153.9	144.7	+0.3	+6.6
Sundries.....	152.0	151.6	143.0	+0.3	+6.3	Sundries.....	148.8	139.7	131.9	+6.5	+12.8
Weighted Total.....	167.0	165.9	159.0	+0.7	+5.0	Weighted Total.....	173.7	170.9	160.3 ^r	+1.6	+8.4
Seattle						Wilmington, Del.					
Food.....	223.3	226.9	214.9	-1.6	+8.9	Food.....	206.5	207.2	202.2	-0.3	+2.1
Housing ¹	115.9	115.9	106.5	0	+8.8	Housing ¹	118.3	109.8	104.9	+3.2	+8.0
Clothing.....	148.4	146.3	143.9	+1.4	+3.1	Clothing.....	170.2	169.5	158.7	+0.4	+7.2
Fuel ²	180.8	190.1	124.4	+0.5	+5.1	Fuel ²	180.6	180.4	117.1	+0.2	+11.5
Housefurnishings.....	169.1	168.2	158.6	+0.5	+6.6	Housefurnishings.....	173.9	174.3	159.5	-0.2	+9.0
Sundries.....	142.8	142.7	188.8	+0.1	+2.9	Sundries.....	182.7	182.3	127.6	+0.3	+4.0
Weighted Total.....	165.0	165.8	158.3	-0.5	+4.2	Weighted Total.....	162.1	161.6	155.0	+0.3	+4.6
Spokane						Youngstown					
Food.....	217.5	218.6	204.1 ^r	-0.5	+6.6	Food.....	231.2	233.4	218.9	-0.9	+5.6
Housing ¹	110.8	104.0	102.0	+6.5	+8.6	Housing ¹	106.8	106.7	105.6	+0.1	+1.1
Clothing.....	145.2	143.4	144.0	+1.3	+0.8	Clothing.....	173.3	170.4 ^r	167.6	+1.7	+3.4
Fuel ²	147.4	147.3	143.9	+0.1	+2.4	Fuel ²	139.8	140.2	124.8	-0.3	+12.0
Housefurnishings.....	149.8	148.8	136.7 ^r	+0.7	+9.6	Housefurnishings.....	161.6	161.7	155.2	-0.1	+4.1
Sundries.....	141.9	141.8	185.1	+0.1	+5.0	Sundries.....	142.6	140.2	133.1	+1.7	+7.1
Weighted Total.....	162.3	161.4	153.8 ^r	+0.6	+5.5	Weighted Total.....	167.2	166.9	158.6	+0.2	+5.4
Syracuse											
Food.....	221.8	224.8	214.4 ^r	-1.3	+8.5						
Housing ¹	116.7	116.7	116.3	0	+0.8						
Clothing.....	157.9	157.1	153.6 ^r	+0.5	+2.8						
Fuel ²	150.2	150.2	137.8	0	+9.0						
Housefurnishings.....	163.8	162.9	157.2 ^r	+0.6	+4.2						
Sundries.....	189.5	189.4	182.3 ^r	+0.1	+5.4						
Weighted Total.....	162.7	163.4	156.6 ^r	-0.4	+3.9						

¹Rents surveyed quarterly, March 15, June 15, September 15 and December 15.

²Includes electricity and gas. ^rRevised.

PERCENTAGE CHANGES IN INDEXES FOR FIVE CITIES

	Weighted Total		Food		Housing ¹		Clothing		Fuel and Light		Housefurnishings		Sundries	
	Aug. 1948 to Sept. 1948	Sept. 1947 to Sept. 1948												
Bellefonte, Pa.	-0.3	+5.9	-1.7	+3.2	0	+18.9	+2.0	+7.7	0	+9.3	+0.6	+9.1	+0.7	+4.1
Evansville, Ind.	+0.3	+4.2	+0.4	+3.8	+2.4	+6.2	+0.8	+2.2	0	+7.2	-0.6	+6.9	0	+4.0
International Falls, Minn.	+0.1	+4.8	-0.5	+1.8	0	+12.4	+1.2	+4.6	0	+10.4	-0.5	+5.9	+0.4	+5.1
Joliet, Ill.¹	-0.2	+5.1	-1.3	+5.1	+1.9	+4.4	+1.5	+6.1	0	+12.4	-0.6	-0.3	+0.3	+5.1
Trenton, N. J.	-0.9	+5.2	-2.2	+4.9	+1.1	+4.3	+0.2	+2.8	0	+9.0	-0.7	+3.1	+0.2	+6.8

¹Rents surveyed quarterly, March 15, June 15, September 15 and December 15.

²Includes Lockport and Rockdale.

(Continued from page 555)
northern Atlantic and Pacific seaboard, most notably in Spokane, Portland and Wilmington, although scattered increases were reported throughout the country. The purchasing power of the dollar remains at 60.4

cents (January, 1939=100 cents), the lowest it has ever reached.

LAURENCE DE TRUDE
SHIRLEY FAZZ
Statistical Division

Wage Increase Announcements—September 15 to October 15

Note: Announcements verified by company granting increase unless otherwise specified.

Company	Type of Worker ¹	Increase			Previous Rate or Range		Remarks
		Amount	Date Effective	Number Affected	Rate	Effective	
Addressograph-Multigraph Corporation Cleveland, Ohio	WE	\$13 hr.	6-21-48	1,741	\$1.60 hr. average	n.a.	(Int. Assn. Machinists)
	S	See remarks	6-21-48	690	See remarks	n.a.	Increase of \$11.27 semimonthly. Previous average rate: \$113.96 semimonthly. (Office Employees, AFL)
Aeroquip Corporation..... Jackson, Mich.	WE	See remarks	6-28-48	145	n.a.	n.a.	Increase of 12¢ hr. granted to hourly paid employees. On incentive rates, base rate increased 19¢ per standard hour and previous increase of 11¢ per clock hour was withdrawn. Guarantees per clock hour were increased 8¢. (UAW-CIO)
	S	See remarks	6-1-48	100	See remarks	n.a.	Increase of \$17.50 mo. to those earning \$225 mo. or less; \$20 mo. to those earning from \$225-\$325 mo.; \$22.50 mo. to those earning \$325-\$425 mo. and \$25 mo. to those earning over \$425 mo. (No union)
American Can Company..... Brooklyn, N. Y.	WE	\$10 hr.	3-3-48	1,365	See remarks	3-3-47	Previous base rates: male \$1.05 hr., female 92¢ hr. (United Steelworkers, CIO)
*American Structural Products Company Atlantic City, N. J.	WE	\$12 to \$17 hr.	11-1-48	40,000	n.a.	n.a.	Covers 16 factories throughout the country. (Int. Glass Bottle Blowers, AFL)
American Window Glass Company... Pittsburgh, Pa.	WE	\$0.09 hr.	6-1-48	1,800	n.a.	2-16-47	Adjustments for maintenance workers. Present minimum rate: \$1.20 hr. Insurance policy paid by company. Hospitalization partly paid by company. (Glass, Ceramic & Silica Sand Workers, CIO)
Armour and Company.....	S	7%	6-15-48	250	n.a.	3-1-47	Insurance policy paid by company. Hospitalization partly paid by company. (No union)
	WE	\$0.085 hr.	4-12-48	650	\$1.345 average	4-12-47	Sheboygan, Wisc. Three additional paid holidays making a total of six. (Int. Fur & Leather Workers, CIO)
	WE	\$0.06 hr.	8-20-48	125	\$79 hr. base rate	12-4-47	Atlanta, Ga. Eight hours holiday pay allowed for Christmas Day if not worked. (Gas, Coke & Chemical Workers, CIO)
L. Bamberger and Company..... Newark, N. J.	WE	\$5 wk.	5-14-48	150	n.a.	n.a.	(Teamsters, Chauffeurs, Warehousemen & Helpers, AFL)
The Bartgis Brothers Company..... Ilchester, Md.	WE	\$0.04 hr.	6-26-48	450	See remarks	6-26-47	Up to three days' pay for time lost due to death in immediate family. Previous average straight-time rate: \$1.12 hr. (UMW, Dist. 50)
Beeton, Dickinson and Company.... Rutherford, N. J.	WE	7%	9-15-48	1,450	\$1.32 hr. average	1-20-48	Average increase: 9.4¢ hr. Three weeks' vacation to those with 20 years' service. Election day added as paid holiday. Family Blue Cross Hospitalization coverage added. (United Electrical, Radio & Machine Workers, CIO)
	S	7%	9-15-48	370	n.a.	n.a.	Previous increase: 5% effective 1-20-48. (No union)
Brentwood Motor Coach Company... Pittsburgh, Pa.	WE	\$11 hr. \$.01 hr.	5-1-48) 11-1-48)	80	\$1.24 hr.	5-1-47	(Amal. Assn. Street, Electric Railway & Motor Coach Employees, AFL)
The Bridgeport Metal Goods Manufacturing Company Bridgeport, Conn.	WE	\$0.05 hr. \$.03 hr.	6-28-48 1-1-49)	428	\$1.17 hr.	6-20-47	Vacation pay now given after six months' employment. (CIO union; no union for salaried employees)
Burroughs Wellcome and Company.. Tuckahoe, N. Y.	S	\$0.05 hr.	6-28-48	60	n.a.	6-20-47	Presidential election day now paid holiday. Half day paid for on general election day. Former starting rates: male 94.5¢ hr., female 79¢ hr. (AFL union) [Also at this time 450 salaried employees received increases.]
Campbell Soup Company..... Camden, N. J.; Chicago, Ill.	WE	\$10 hr.	5-29-48	9,000	See remarks	5-17-47	Total average earnings: \$1.33 hr. (Food, Tobacco, Agricultural & Allied Workers, CIO) (No union)
Chicago Motor Coach Company..... Chicago, Ill.	S	10%	6-1-48	1,400	n.a.	5-1-47	
	WE	\$11 hr. \$.02 hr.	8-20-48 12-1-48)	1,170	n.a.	8-20-47	Employees with 20 years' service will receive 144 hours' vacation pay to be taken in 14 or 21 days at employee's option. Qualifying period for all vacations reduced from 200 days to 175 days a year. (Amal. Assn. Street, Electric Railway and Motor Coach Employees, AFL)
Childs Company..... New York, N. Y.	WE	See remarks	1-1-49	2,300	n.a.	n.a.	Increase of 2¢ hr. for 800 servers; 5¢ hr. for 1,400 kitchen and 100 bar employees. Two additional paid holidays: Thanksgiving Day and Washington's Birthday. Three weeks' vacation after 12 years' service. Additional laundry benefits for servers. Forty-hour week, with 48 hours' pay, for fountain attendants. (Chain Restaurant Service Employees, AFL)
Columbian Rope Company..... Auburn, N. Y.	WE	\$10 hr.	7-15-48	950	n.a.	n.a.	Additional 3¢ hr. increase to skilled trades. (United Farm Equipment & Metal Workers, CIO)
The Davison Chemical Corporation, Curtis Bay Plant Baltimore, Md.	S	8%	7-1-48	75	n.a.	n.a.	Weekly employees only. (No union)
	WE	\$.01 hr.	9-7-48	920	\$1.02 hr.	4-27-48	(Int. Chemical Workers, AFL)

WAGE INCREASE ANNOUNCEMENTS—SEPTEMBER 15 TO OCTOBER 15—Continued

Company	Type of Worker ¹	Increase			Previous Rate or Range		Remarks
		Amount	Date Effective	Number Affected	Rate	Effective	
Detroit Creamery Company..... Grand Rapids, Mich.	WE	\$10 hr.	9-21-48	33	\$1.253 to \$1.315 hr.	9-21-47	(CIO union)
	S	\$4.60 wk.	9-21-48	5	\$37 to \$56 wk.	9-21-47	Office employees. (No union)
	S	\$25 mo.	9-16-48	6	\$300 to \$375 mo.	2-16-48	Supervisory employees. (No union)
*Detroit Surface Railway..... Detroit, Mich.	WE	\$13 hr.	9-1-48	1,900	n.a.	n.a.	(Maintenance workers)
	WE	\$135 hr.	4-1-48	4,000	n.a.	n.a.	(Operators)
	S	\$12 hr.	9-1-48	725	n.a.	n.a.	Increase will fluctuate upward or downward with living costs.
Eagle Picher Mining and Smelting Company Miami, Okla.	WE	\$142 hr.	7-1-48	696	\$1.095 hr.	7-1-47	(Mine, Mill & Smelter Workers, CIO)
Ford Motor Company..... Detroit, Mich.	S	\$23.50 mo.	7-16-48	618	\$260 mo.	6-1-47	Plant guards. (Plant Protection Assn., Ind.)
Fort Wayne Corrugated Paper Company Vincennes, Ind.	WE	\$135 hr.	7-28-48	89 approx.	n.a.	n.a.	(Int. Bro. Paper Makers, AFL; Vincennes Paper Makers)
The Frankfort Morning Times..... Frankfort, Ind.	WE	\$06 hr.	8-20-48	18	\$1.815 hr.	n.a.	New Year's Day now paid holiday. (No union)
General Aniline and Film Corporation, Ozalid Division Johnson City, N. Y.	S	\$5 wk.	8-20-48	4	n.a.	n.a.	
General Mills, Inc.....	WE	8% approx.	7-4-48	295	n.a.	7-1-47	(Int. Assn. Machinists)
The General Tire and Rubber Company Wabash, Ind.	WE	\$05 hr.	9-6-48	60	n.a.	n.a.	Hopkinsville, Ky. (No union)
	WE	\$105 hr.	9-1-48	40	n.a.	n.a.	Los Angeles, Cal. (Grain Millers Union)
	S	11% 9-1-48		21	n.a.	n.a.	Chicago, Ill. Increase averaged \$21 mo. (Office Employees, AFL)
*Grain Elevator Companies (10)..... Duluth, Minn.	WE	\$15 hr.	7-1-48	500	n.a.	n.a.	Adjustments in job classifications and other benefits. (AFL union)
Grand Sheet Metal Works..... Chicago, Ill.	WE	\$08 hr.	8-21-48	200	n.a.	n.a.	Additional half cent towards vacation plan; a quarter cent towards holiday pay; and one cent for automatic progression on additional job classifications. (United Electrical, Radio & Machine Workers, CIO)
The M. A. Hanna Company..... Mich. and Minn.	S	\$4 wk.	8-21-48	40	n.a.	4-1-47	(No union)
	WE	\$12 hr. approx.	7-16-48	2,400	n.a.	n.a.	Agent for Butler Brothers, Douglas Mining Company, Hanna Coal and Ore Corporation, Hanna Iron Ore Company, Hanna Ore Mining Company and Richmond Iron Company. Increase ranged from 9.5¢ to 19¢ hr., averaging approximately 12¢ hr. (United Steelworkers, CIO)
Harbison-Walker Refractories Company..... East Chicago, Ind.	S	10% approx.	7-16-48	320	n.a.	4-1-47	(No union)
H. J. Heinz Company.....	WE	9% 2-1-48		252	\$1.09 hr.	2-1-47	Company-financed insurance plan including life insurance, hospitalization, surgical, and health and accident. (United Gas, Coke & Chemical Workers, CIO; no union for salaried employees)
	S	8% 7-1-48		23	n.a.	n.a.	Pittsburgh, Pa. (AFL union)
	WE	\$085 hr.	5-1-48	2,200	n.a.	n.a.	Bowling Green, Ohio. Six paid holidays. Reclassification: \$.0013 hr. (AFL union)
	WE	\$07 hr.	2-1-48	650	n.a.	n.a.	Medina, N. Y. Six paid holidays. Reclassification: \$.0125 hr. (AFL union)
	WE	\$075 hr.	3-1-48	650	n.a.	n.a.	Muscatine, Iowa. Six paid holidays. Reclassification: \$.025 hr. (AFL union)
	WE	\$067 hr.	2-1-48	600	n.a.	n.a.	Salem, N. J. Six paid holidays. Reclassification: \$.0074 hr. (AFL union)
	WE	\$09 hr.	5-1-48	425	n.a.	n.a.	Fremont, Ohio. Six paid holidays. (No union)
	WE	\$07 hr.	3-29-48	450	n.a.	n.a.	Holland, Mich. Six paid holidays. (No union)
	WE	\$05 hr.	3-29-48	650	n.a.	n.a.	Chambersburg, Pa. Six paid holidays. Reclassification: \$.0214 hr. (No union)
	WE	\$05 hr.	4-26-48	900	n.a.	n.a.	Berkeley and Tracy, Cal. (AFL union)
	WE	\$07 hr.	1-1-48	850	n.a.	n.a.	
*Hotels (170)..... New York, N. Y.	WE	\$1.80 to \$4 wk.	n.a.	33,000	n.a.	n.a.	Announced 8-30-48. Service employees were granted \$1.80 wk.; maids, \$2.40 wk.; mechanical, maintenance and white collar workers \$4 wk. (New York Hotel Trades Council, AFL)
Hudson and Manhattan Railroad Company New York, N. Y.	WE	\$125 hr.	4-30-48	28	n.a.	n.a.	(Utility Workers, CIO)
	S	\$125 hr.	4-21-48	approx. 90	n.a.	n.a.	(Utility Workers, CIO)
L. Hyman Company..... Allentown, Pa.	WE	7% 6-1-48		140	n.a.	n.a.	Previous increase: 10¢ hr. effective 12-1-47
	S	7% 8-29-48		10	n.a.	n.a.	Previous increase: 10¢ hr. effective 12-1-47
Imperial Paper and Color Corporation..... Glens Falls, N. Y.	WE	\$11 hr.	7-1-48	750	\$1.085 hr. minimum	7-1-47	(Int. Bro. Pulp, Sulphite & Paper Mill Workers, AFL; Bro. Painters, Decorators & Paperhangers, AFL; United Bro. Carpenters & Joiners, AFL; Int. Assn. Machinists; UMW, Dist. 50)
	S	\$4.40 wk. minimum	7-1-48	280	\$33 wk. minimum	7-1-47	(No union)
The S. M. Jones Company..... Toledo, Ohio	WE	\$10 to \$13 hr.	7-12-48	approx. 125	\$1.145 hr. labor	n.a.	(UAW-CIO) [Equivalent increases were given to 12 salaried employees.]

WAGE INCREASE ANNOUNCEMENTS—SEPTEMBER 15 TO OCTOBER 15—Continued

Company	Type of Worker ¹	Increase			Previous Rate or Range		Remarks
		Amount	Date Effective	Number Affected	Rate	Effective	
Kuhlman Electric Company..... Bay City, Mich.	WE	\$.01 hr. \$.11 hr. \$.01 hr. 8% \$.11 hr.	7-5-48 8-21-48 2-1-49 7-1-48 6-28-48	650 125 1,100	n.a. n.a. n.a. n.a.	n.a. n.a. n.a.	(UAW-CIO) (No union)
Lee Rubber and Tire Company, Republic Rubber Division..... Youngstown, Ohio	WE						Two additional paid holidays making a total of six. Severance pay: one week for each year of service. (United Rubber, Cork, Linoleum & Plastic Workers, CIO) (No union)
Linde Air Products Company.....	S	\$20 to \$25 mo.	6-15-48	250	n.a.	n.a.	Evansville, Ind. (United Chemical Workers, CIO)
	WE	\$12 hr.	3-5-48	8	n.a.	n.a.	Knoxville, Tenn. (United Chemical Workers, CIO)
Marathon Corporation..... Ashland, Menasha, Menomee, Rothschild and Wausau, Wisc.	WE	\$.065 hr. average 7%	6-21-48	16 2,500	n.a. \$1.12 hr.	n.a. 1-19-48	New Year's Day added as paid holiday making total of four. Increased hospital benefits. (Int. Bro. Paper Makers, AFL; Int. Bro. Pulp, Sulphite & Paper Mill Workers, AFL) (No union)
Milwaukee Flush Valve Company.... Milwaukee, Wisc.	WE	7% See remarks	7-1-48 8-9-48	750 92	n.a. \$1.33 hr. average	n.a. 6-1-47	(No union) Increase: 9¢ on day rates and 6¢ on incentive rates. (UAW-AFL) (No union)
Minnesota Mining and Manufacturing Company..... Duluth and St. Paul, Minn.	WE	\$.10 hr. average	8-1-48	2,600	n.a.	n.a.	(United Gas, Coke & Chemical Workers, CIO)
Nash-Kelvinator Corporation..... Detroit, and Grand Rapids, Mich.; Kenosha and Milwaukee, Wisc.	WE	\$.13 hr.	7-1-48	22,000	\$1.50 hr.	7-1-47	(UAW-CIO; Int. Assn. Machinists; Mechanics Educational Society, Ind.) [3,000 salaried employees received an equivalent increase.]
National Automotive Fibres, Inc.... Findlay, Ohio	WE	\$.10 hr. average	8-23-48	230	\$.90 hr.	9-15-47	Six paid holidays. (Textile Workers, CIO) (No union)
*New York Telephone Company.... New York, N. Y.	WE	\$.3 to \$6 wk.	9-20-48	14,000	\$.33 to \$84 wk.	n.a.	Plant, maintenance and clerical workers. (United Telephone Organizations, Ind.)
The Ohio Bell Telephone Company... Cleveland, Ohio	WE	\$1 to \$6 wk. \$1 to \$6 wk.	8-22-48 9-19-48	2,100 approx. 12,500 approx. 1,000 approx.	n.a. n.a.	5-8-47 5-18-47	Depending upon job and wage zone. (Southwest Ohio Telephone Workers, Ind.) Depending upon job and wage zone. (Ohio Federation of Telephone Workers, Ind.)
*Oil Companies (200).....	WE	\$.15 hr.	7-1-48		\$1.625 hr.	n.a.	Tank wagon drivers. Companies extend from Lake County, Ind., to Waukegan in Lake County, Ill., including Chicago and suburbs. (Int. Bro. Teamsters, Chauffeurs, Warehousemen & Helpers, AFL)
Otis Elevator Company..... Yonkers, N. Y.	WE	8%	8-2-48	1,650 approx.	See remarks	3-31-47	Previous earned rate including premium earnings: \$1.76 hr. (United Electrical, Radio & Machine Workers, CIO)
Pittsburgh Plate Glass Company, Columbia Chemical Division..... Natrium, W. Va.	S	5% to 9%	7-5-48	250 approx.	n.a.	7-7-47	(United Electrical, Radio & Machine Workers, CIO)
Portland Traction Company..... Portland, Ore.	WE	\$.14 hr.	6-4-48	300	See remarks	5-11-47	Previous entry rate: \$1.03 hr. Previous weighted average: \$1.32 hr. (Int. Chemical Workers, AFL)
*Railroads.....	WE	\$.12 hr.	4-1-48	1,340	\$1.40 hr.	4-1-47	(Amal. Assn. Street, Electric Railway & Motor Coach Employees, AFL) (No union)
	S	\$21 mo.	4-1-48	157	n.a.	4-1-47	Affects conductors, assistant conductors, baggagemen, flagmen, brakemen, yard service and dining car employees. (Order of Railway Conductors; Bro. Railroad Trainmen)
	WE	\$10 hr.	10-16-48	175,000	n.a.	11-1-47	Additional 10% to night shift. (National Food Chain Store Union, Ind.)
*Safeway Stores, Inc..... New York, N. Y.	WE	\$4 to \$7.50 wk.	10-1-48	1,037	n.a.	n.a.	Holidays falling on Sat. are recognized the following Mon. (Int. Chemical Workers, CIO)
Sharp and Dohme, Inc..... Philadelphia, Pa.	WE	\$.08 hr.	8-21-48	1,000	n.a.	n.a.	Holidays falling on Sat. are recognized the following Mon. (Ind. union)
*Shipping companies (42)..... Atlantic and Gulf Coast	WE	See remarks	n.a.	60,000	n.a.	n.a.	Increase of \$25 mo. for boatswain and \$12.50 mo. for other ratings. Announced 8-18-48. (National Maritime Union, CIO)
Smith, Hinchman and Grylls, Inc.... Minneapolis, Minn.	WE	\$.20 hr. average	5-3-48	17	\$1.43 hr.	7-1-47	(Int. Assn. Machinists)
Sorg Paper Company..... Middletown, Ohio	WE	\$.04 hr.	8-2-48	400	n.a.	n.a.	Previous increase: 7¢ effective 4-1-48. (United Paperworkers, CIO)
	S	4%	8-2-48	160	n.a.	n.a.	Previous increase: 6% effective 4-1-48. (No union)
The Standard Oil Company (Ohio)...	WE	\$1.165 hr.	9-30-48	595	\$1.805 hr.	4-1-48	No. 1 Refinery. (Oil Workers, CIO)
	WE	\$1.165 hr.	10-4-48	241	n.a.	n.a.	No. 2 Refinery. (Oil Workers, CIO)
	WE	\$1.165 hr.	10-11-48	353	n.a.	n.a.	Toledo Refinery. (Oil Workers, CIO)
Strathmore Paper Company..... West Springfield, Mass.	WE	\$.10 hr.	8-2-48	495	n.a.	n.a.	All contracts provide for 4 weeks' vacation after 25 years' service. (AFL union) (No union)
Swift and Company..... Sioux City, Iowa	S	8%	8-2-48	147	n.a.	n.a.	Previous rate: male 75¢ hr., female 65¢ hr. (United Packinghouse Workers, CIO)
Tampa Electric Company..... Tampa, Fla.	WE	\$.05 hr.	9-6-48	50	See remarks	8-18-47	(Int. Bro. Electrical Workers, AFL)
Thatcher Glass Manufacturing Company..... Elmira and Olean, N. Y.; Streator, Ill.	WE	10% 10% 7½%	9-20-48 9-1-48 9-1-48	432 148 1,526	n.a. n.a. n.a.	n.a.	(Office Employees, AFL) Moldmakers' increase was effective 8-17-48. (Glass Bottle Blowers Assn., AFL; Amer. Flint Glass Workers, AFL) (No union)

WAGE INCREASE ANNOUNCEMENTS—SEPTEMBER 15 TO OCTOBER 15—Continued

Company	Type of Worker ¹	Increase			Previous Rate or Range		Remarks
		Amount	Date Effective	Number Affected	Rate	Effective	
The Torrington Company..... Torrington, Conn.	WE	\$.09 hr.	7-15-48	2,500	n.a.	n.a.	Covers two plants. (Ind. Union of Marine & Shipbuilding Workers, CIO)
*Triboro Coach Corporation..... Long Island City, N. Y.	S WE	\$4 wk. \$.24 hr.	7-15-48 7-1-48	500 n.a.	n.a. n.a.	n.a. n.a.	(No union) (Amal. Assn. Street, Electric Railway & Motor Coach Employees, AFL)
*Truck Drivers..... New York, N. Y.	WE	\$175 hr.	n.a.	9,400	n.a.	n.a.	Announced 9-11-48. \$1 differential for night drivers and operators of windlass trucks. Welfare provisions amounting to an equivalent of 5¢ hr. (Int. Bro. Teamsters, Chauffeurs, Warehousemen & Helpers, AFL)
Mrs. Tucker's Foods, Inc..... Sherman, Texas	WE	\$125 hr.	8-22-48	285	\$.98 hr.	6-16-47	Three days' paid leave following death in immediate family. (Oil Workers, CIO)
Tuscan Silks, Inc..... Allentown, Pa.	WE	\$.07 hr.	6-1-48	81	\$.93 to \$1.50 hr.	1-18-48	(Textile Workers, CIO)
Underwood Veneer Company..... Bessemer, Mich.	WE	\$5 wk. \$.07 hr.	8-15-48 8-2-48	10 100	n.a. \$.90 hr.	2-11-48	(No union) (Int. Woodworkers, CIO)
United States Envelope Company..... Springfield, Mass.	WE S	8% 8%	7-26-48 7-26-48	2,500 400	labor n.a. n.a.	n.a.	Includes all divisions but the West Coast Division. Previous increase: 10¢ hr. effective 8-4-47. (United Paperworkers, CIO; no union for salaried employees)
The United States Potters Association..... East Liverpool, Ohio	WE	10%	10-1-48	18,000	n.a.	n.a.	Warehousemen granted additional 10¢ hr. Sunday premium increased from 31¢ to 34¢ hr. Third-shift premium increased from 5¢ to 10¢ hr. Maintenance employees called for emergency work guaranteed 2 hours' pay at regular rates. Present minimum rates: male, \$1.165 hr.; female, 97¢ hr. (Nat'l Bro. Operative Potters, AFL)
The Vollrath Company..... Sheboygan, Wisc.	WE	\$.07 hr. minimum	8-2-48	613	n.a.	n.a.	Piece rates increased to yield equivalent of hourly increases. Christmas Day and New Year's Day are now paid holidays. Group hospitalization insurance extended to include members of employee's families. (United Farm Equipment & Metal Workers, CIO)
*Western Electric Company.....	S WE	\$.09 hr. \$.08 to \$.15 hr.	8-1-48 n.a.	97 25,000	n.a. \$1.15 hr. average	n.a. n.a.	(No union) Dependent upon area of country. Announced 9-17-48. (Assn. Communication Equipment Workers, CIO)
Whitehead Stamping Company..... Detroit, Mich.	WE	\$115 hr.	6-14-48	50	\$1.271 hr.	5-12-47	(UAW-CIO)
Wisconsin Motor Corporation..... Milwaukee, Wisc.	WE	\$.11 hr. \$.02 hr.	5-2-48 9-20-48	1,300	\$1.6025hr.	5-1-47	Also, 3.5¢ hr., effective 9-20-48, was granted in lieu of 6 paid holidays previously granted 5-1-47. In addition, 270 non-productive employees in 2 lowest grades granted extra 5¢ hr. (UAW-CIO)

¹Type of Worker: WE—wage earner; S—salaried employees.

*Obtained from press reports—information not verified.

n.a. Not available

NANCY R. AUSTER

Statistical Division

Trends in Hours and Earnings¹

BOOTH average hourly and weekly earnings of production and related workers were at new highs in August, according to the Bureau of Labor Statistics of the United States Department of Labor. A longer work week was also recorded.

Since mid-February, 1946, gross hourly earnings have moved continually upward and in August of this year averaged 134.9 cents. This was an increase of 1.2% over the July level and 9.1% over that of August, 1947. In the three years that have elapsed since V-J day, they have risen 32.5 cents, or 31.7%. Of the major industry groups classified under nondurable goods, only hourly earnings in food and tobacco manufactures declined. Earnings in the durable goods industries as a whole rose, with increases rang-

ing from 0.8% in automobiles to 3.1% in iron and steel. The increases reflect wage-rate adjustments, along with larger overtime payments.

The current upward trend in weekly earnings became even more pronounced in August, when the average for all production workers rose 2.1% over the month. The durable goods group absorbed the major portion of this rise (3.6%), while the remaining manufacturing industries, in which working hours were fairly constant, showed a rise of only 0.6%. Gross weekly earnings in all manufacturing averaged \$54.12 in August—an advance of 29.7% since the war's end in August, 1945. The average work week in this same interval dropped 0.6 hour, or 1.5%.

ELIZABETH M. CASELLI
Statistical Division

¹See tables on following page.

TABLE 1: HOURS AND GROSS EARNINGS OF PRODUCTION OR NONSUPERVISORY WORKERS IN MANUFACTURING AND NONMANUFACTURING INDUSTRIES, AUGUST, 1948

Source: Bureau of Labor Statistics

Industry Group ¹	Average Weekly Earnings (In Dollars)			Average Weekly Hours			Average Hourly Earnings (In Cents)		
	August, 1948	July, 1948	August, 1947	August, 1948	July, 1948	August, 1947	August, 1948	July, 1948	August, 1947
ALL MANUFACTURING.....	54.12	53.01	49.17	40.1	39.8	39.8	134.9	133.3	123.6
Durable goods.....	58.34	56.33	52.46	40.7	40.0	40.0	143.2	140.8	131.2
Automobiles.....	65.43	64.46	55.76	39.2	38.9	37.2	166.8	165.5	150.0
Electrical machinery.....	57.47	55.46	51.53	39.9	39.4	39.2	143.9	140.7	131.4
Furniture and finished lumber products.....	48.12	46.34	44.09	41.3	40.3	41.2	116.4	115.1	107.0
Iron and steel and their products.....	60.64	57.67	54.53	40.4	39.6	39.6	150.2	145.7	137.6
Lumber and timber basic products.....	50.68	48.14	45.32	43.1	41.9	43.3	117.7	114.9	104.8
Machinery, except electrical.....	61.36	59.93	55.74	40.9	40.6	40.5	149.9	147.5	137.7
Nonferrous metals and their products.....	58.17	56.34	51.07	40.9	40.1	39.5	142.3	140.5	129.4
Stone, clay, and glass products.....	54.14	51.54	49.06	40.9	39.4	40.6	132.2	130.7	120.8
Transportation equip., except automobiles.....	60.41	58.88	55.75	39.6	39.2	39.6	152.4	150.1	140.6
Nondurable goods.....	49.80	49.50	45.78	39.5	39.5	39.5	126.2	125.2	115.8
Apparel and other finished textile products.....	40.35	38.80	36.57	36.5	35.8	35.2	110.7	108.3	103.8
Chemicals and allied products.....	57.60	57.18	51.27	41.0	41.1	40.9	140.6	139.1	125.2
Food.....	49.79	51.88	49.45	41.1	42.7	43.4	121.3	121.5	114.0
Leather and leather products.....	42.76	41.55	40.25	38.0	37.4	38.1	112.6	111.2	105.7
Paper and allied products.....	56.98	55.97	50.72	43.2	42.5	42.4	132.0	131.7	119.6
Printing, publishing, and allied industries.....	65.90	65.06	59.48	39.1	38.8	39.4	168.4	167.5	150.8
Products of petroleum and coal.....	70.62	69.46	60.62	41.2	40.8	40.6	171.4	170.3	149.4
Rubber products.....	60.54	58.37	55.92	40.3	39.7	38.7	150.2	147.2	144.5
Textile-mill prod. and other fiber manufac.....	45.07	44.15	39.44	38.5	38.6	38.2	117.0	114.5	103.2
Tobacco manufactures.....	39.26	38.51	37.26	39.0	38.0	39.2	100.8	101.4	95.1
NONMANUFACTURING².....									
Crude petroleum and natural gas production.....	69.59	67.17	59.54	41.3	40.1	40.1	168.2	167.6	148.6
Electric light and power utilities.....	61.46	61.46	57.97	42.1	41.8	42.4	147.5	148.3	137.8
Private building construction.....	72.09	71.38	66.97	37.8	37.8	39.7	190.6	189.0	168.9
Retail trade.....	41.19	41.19	38.14	41.0	40.8	41.0	108.0	107.7	100.3
Wholesale trade.....	57.51	56.54	52.05	41.3	41.2	41.1	137.9	136.5	125.8

¹Data for individual industries available in "Hours and Earnings Industry Report" published monthly by the Bureau of Labor Statistics.

²Data for aggregate not available.

TABLE 2: INDEXES OF PRODUCTION-WORKER EMPLOYMENT AND WEEKLY PAY ROLLS IN MANUFACTURING INDUSTRIES, AUGUST, 1948

Source: Bureau of Labor Statistics

(1939 average = 100)

Industry Group ¹	Employment Indexes			Pay-roll Indexes		
	August, 1948	July, 1948	August, 1947	August, 1948	July, 1948	August, 1947
ALL MANUFACTURING.....	161.5	158.4	157.8	374.6	360.0	331.5
Durable goods.....	185.5	184.7	181.5	418.7	403.1	366.8
Automobiles.....	189.4	195.4	184.1	422.1	428.4	345.1
Electrical machinery.....	207.7	206.6	219.6	454.8	436.3	428.1
Furniture and finished lumber products.....	140.5	137.8	140.1	339.7	320.4	311.6
Iron and steel and their products.....	164.5	161.4	161.0	361.1	336.9	316.8
Lumber and timber basic products.....	200.8	196.9	177.3	538.8	502.9	429.7
Machinery, except electrical.....	225.8	226.9	226.8	477.8	469.5	434.5
Nonferrous metals and their products.....	172.4	169.2	172.8	379.3	360.6	335.3
Stone, clay, and glass products.....	157.0	153.2	151.2	359.4	335.5	315.5
Transportation equipment, except automobiles.....	261.4	270.6	255.0	547.7	552.4	492.4
Nondurable goods.....	142.6	137.6	139.1	331.4	317.9	297.0
Apparel and other finished textile products.....	146.9	135.6	135.6	343.4	303.6	288.4
Chemicals and allied products.....	203.3	196.6	195.3	450.6	432.7	390.2
Food.....	165.5	159.4	168.8	350.2	351.4	349.3
Leather and leather products.....	110.7	108.3	111.1	249.0	236.9	235.8
Paper and allied products.....	147.4	146.1	145.7	349.6	341.7	307.2
Printing, publishing and allied industries.....	131.8	131.1	132.3	264.8	260.1	240.0
Products of petroleum and coal.....	160.3	160.7	157.0	358.2	353.4	302.1
Rubber products.....	160.9	157.7	167.9	347.2	329.7	337.6
Textile mill products and other fiber manufacturers.....	111.4	108.7	105.1	298.0	285.4	246.2
Tobacco manufactures.....	92.5	88.8	91.6	218.3	205.5	203.0
NONMANUFACTURING².....						
Crude petroleum and natural gas production.....	119.8	119.4	114.5	251.0	240.8	204.0
Electric light and power utilities.....	117.1	115.8	110.2	204.9	202.8	182.9
Retail trade.....	111.2	112.0	110.0	218.1	218.3	197.6
Wholesale trade.....	117.0	116.2	112.2	220.6	215.3	198.2

¹Data for individual industries available in "Employment and Pay Rolls Detailed Report" published monthly by the Bureau of Labor Statistics.

²Data for aggregate not available.